



Supervisor's Basic Roles and Responsibilities

TOPICS OF INTEREST FOR NEW SUPERVISORS

- *Supervisory Checklist for New Employees*
<http://shr.ucsc.edu/hrst/services/on-boarding/index.htm>
- The current job descriptions of employees who report to you
- Employees' payroll titles, job classifications and personnel policies and bargaining agreements which govern the terms and conditions of employment for those employees
- Previous documentation about job performance of each employee supervised
- Your job performance expectations of each employee
- How to communicate expectations and manage employee performance
- What employees expect from you as their supervisor

Copies of job descriptions and past performance appraisals may be requested from your Service Team in Staff Human Resources. This is also your first point of contact for information and/or advice regarding personnel and payroll issues and actions.

http://shr.ucsc.edu/hrst/hrst_locate-team.htm

Federal and state employment laws, UC-wide personnel policies and collective bargaining agreements, UCSC campus policies and guidelines, and campus/unit practices guide the actions you may take regarding staff whom you supervise. Taking actions, which do not comply with these laws, policies and guidelines may result in difficult and strained relationships with employees, complaints to unit managers, formal grievances and even lawsuits. Therefore, it is critical that you work closely with your Service Team for guidance and support.

Current Personnel Policy for Staff Members for non-represented employees and Bargaining Agreements for represented employees are available at:

http://shr.ucsc.edu/topics/employee-labor-relations/_topics_employee-labor-relations.htm

Review the personnel policies or bargaining agreements for your staff and consult your Service Team for guidance.

Formal supervisory development workshops are available to help orient you to the parameters of these challenges.

http://shr.ucsc.edu/topics/training-development/_topics_t-d.htm

Recommended Classes/Campus Training: Performance Management, Leadership and Management Development classes, Equal Employment Opportunity/Affirmative Action (EEO/AA) workshops

BASIC RESPONSIBILITIES OF UCSC SUPERVISORS

<p style="text-align: center;">Campus Policies/Compliance:</p>	<p>All supervisors should familiarize their employees on the following policies, available on the web at http://shr.ucsc.edu/hrst/services/on-boarding/index.htm</p> <ul style="list-style-type: none"> • Americans with Disabilities Act • Children in the Workplace • Nondiscrimination and Affirmative Action • Principles of Community • Sexual Harassment • Substance Abuse • Violence in the Workplace • Whistleblower • Required Labor Law Notices
<p style="text-align: center;">Health and Safety Training:</p>	<p>It is the responsibility of every employee to promote a safe and healthy working environment. EH&S' web site contains information on health, safety and environmental principles and services including training. http://ehs.ucsc.edu/</p> <p>Safety and Injury Management Program Information http://ehs.ucsc.edu/injury_illness_prevention/pubs/EmployeeOrientation.pdf</p> <p>TX/RX/SX—Training is required within 30 days for anyone working with hazardous materials. CX—Training is required within 15 days for anyone working with hazardous materials and a review of employee's work station for those who work more than 60% of their normal schedule at a video display terminal within 90 days. You can call 9-1448 to schedule an ergonomic review appointment. It is recommended that all staff have their work station evaluated. EH&S' training matrix provides guidance for supervisors to identify employee training requirements (e.g., Injury and Illness Prevention Program (IIPP) class or Laboratory Safety for Professionals/IIPP course). http://ehs.ucsc.edu/injury_illness_prevention/pubs/employee_training_matrix.htm</p>

<p>Workers' Compensation:</p>	<p>By law, a workers' compensation claim is considered filed as soon as an employee tells their supervisor that he or she has been injured as a result of the job. The law requires the University to report this injury or illness to its third party administrator, Sedjwick Claims Management Services, so that a determination can be made as to whether or not the injury or illness is compensable under workers' compensation law.</p> <p>The employee's supervisor must complete a UCSC Incident Report within 24 hours of the reported incident, injury or illness. Specific instructions and related forms are located at: http://risk.ucsc.edu/workerscomp/index.html</p>
<p>Required Supervisor Trainings:</p>	<p>Fair Hiring Workshop: Learn campus best practices to ensure fairness and excellence in all stages of the recruitment process. Hiring managers and search committee chairs must complete this training before conducting a recruitment and must renew their training every three years. http://shr.ucsc.edu/topics/training-development/prof-dev/fair-hiring.htm</p> <p>Title IX/Sexual Harassment: Effective January 1, 2005 (per Assembly Bill 1825), supervisors and faculty are required to have two hours of sexual harassment prevention training. Additional information and On-Line training is available at: http://www2.ucsc.edu/title9-sh/</p>
<p>Hire:</p>	<p>Determine the optimal organizational structure, duties to be performed, and qualifications required. This includes writing the job description, working with your Service Team to conduct the recruitment, taking the Fair Hiring workshop, forming a selection committee, screening applications, interviewing candidates, checking references and documenting the selection in order to hire the best-qualified candidate.</p>
<p>Orient/Assign Work:</p>	<p>It is expected that supervisor's will provide appropriate orientation for the employee, addressing topics listed on the <i>Supervisor Checklist for New Employees</i>. It is important that you give employees the information, technology and reference materials necessary to successfully perform their job. Training is an ongoing activity, crucial for new staff as well as for long-term staff who take on new responsibilities or who experience changes in the way their existing duties need to be performed. Those who take on new responsibilities or experience job changes typically need additional direction and guidance for a period of time until the new work becomes more familiar. Supervisors should also familiarize themselves with the <i>Information for New Employees</i> handout with respect to time and attendance, performance, etc.</p>
<p>Train/Coach/Mentor:</p>	<p>Assign duties to the employee, explaining how those duties are to be done (e.g., what level of performance will meet the supervisor's expectations) and communicate how the successful performance of those duties will be measured. Provide regular, on-going feedback and guidance. Ensure that the employee is working under a current job description and in a classification appropriate to the duties. Update the job description, and submit it to your Service Team, as needed. Encourage employee development, including suggesting/recommending classes available at UCSC.</p> <p>Certain personnel policies and bargaining contracts allow non-probationary employees a specific number of hours per calendar year to attend job related training courses. See personnel policy/bargaining contract for requirements and number of hours allowed. It is the supervisor's responsibility to track the number of training hours per year for each employee.</p>
<p>Probationary Employees:</p>	<p>Be sure your employee is familiar with the format of the appraisal form you will be using and is clear about the evaluation process. Proper attention to evaluating performance during the probationary period and carefully considered decisions as to whether the employee should pass probation can be critical. The initial probationary period is your opportunity to judge the suitability of an employee for a specific position. If you have any concerns about an employee's performance during probation, contact your Service Team for assistance. Under certain circumstances a probationary period may need to be extended, or the employee released during his/her probation. After probation is complete, continue to have regular, ongoing discussions to provide feedback throughout the year.</p>

<p style="text-align: center;">Approving Time Records and Requests for Time Off:</p>	<p>Time records must be an accurate reflection of hours actually worked and/or leave taken. Completing or approving time records that do not accurately reflect time is a falsification of an official university document. Your signature on a time record means you concur with the hours worked as recorded by the employee, including any overtime worked or time taken off. University policy requires that overtime be approved in advance and in some Divisions, confirmed in writing (check with your Service Team). Supervisors are responsible for ensuring requests for a leave of absence, or use or compensatory time off or vacation time have the appropriate approval; and for ensuring their employees' appropriate use of sick leave. Report absences of more than five days (except for <u>paid</u> vacation leave) immediately to your Service Team even if the employee has sufficient accrued time available to use. Service Teams must be notified in writing of any alternate schedules and/or telecommuting agreements.</p> <p>NOTE: UCSC offers a Catastrophic Leave Program. Details are available at: http://shr.ucsc.edu/shr-procedures/section-e/e10.pdf</p>
<p style="text-align: center;">Resolve Complaints:</p>	<p>Help employees address and resolve a wide variety of concerns and complaints. These typically involve job duties and job descriptions, performance standards, relations with coworkers, and relations with supervisors and managers. UCSC provides a variety of resources to employees and supervisors to assist them in resolving complaints: you, as the supervisor; the unit manager, Staff Human Resources, Equal Employment Opportunity/Affirmative Action, Title IX/Sexual Harassment Office, Ombudsman, Employee Assistance Program (EAP), etc. Supervisors are responsible for being familiar with the options available and making referrals to employees.</p>
<p style="text-align: center;">Performance Management:</p>	<p>Address performance problems through coaching, feedback, performance evaluations, discipline and dismissal. Your Service Team can provide support and guidance for difficult performance and conduct issues, and together with Labor Relations they can advise you on appropriate disciplinary action, including dismissal. Supervisors are responsible for providing feedback, evaluating performance in writing annually, keeping written records of performance problems, and discussing with employee steps to be taken to help improve performance. Campus policy normally requires "progressive" steps in the disciplinary process, except in exceptional circumstances such as theft, violence, etc. Contact your Service Team for assistance early on if you suspect there may be a performance problem.</p>
<p style="text-align: center;">Reward Performance:</p>	<p>Recommend performance awards and/or merit increases when appropriate. As merit increases and award programs are implemented, supervisors will receive information for their eligible employees.</p> <p>On-going recognition in terms of feedback, one-on-one, and public acknowledgement are also meaningful ways to reward performance.</p>
<p style="text-align: center;">Additional Responsibilities:</p>	<p>Additional responsibilities of supervisors include providing development opportunities to your staff, mentoring, and providing career coaching; motivating your staff, individually and as a group; understanding and supporting diversity; and establishing an effective team.</p> <p>Other challenges might involve supervising students, volunteers, or staff who work different hours, in different locations; and/or supervising employees who telecommute. Please contact your Service Team if you need assistance with these or any other personnel issues.</p>