Part 3

Supervisor 101

Payroll

FLSA – What it means for you...

Do the best you can until you know better. Then when you know better, do better. ~ Maya Angelou

FLSA – Fair Labor Standards Act – Department of Labor
• Protects the employee and the employer

FLSA – Hourly Staff

- Classified by the FLSA duties test
- **NEVER** exempt from Overtime
- Student Employee versus Staff Employees
- Tracking and reporting time – The Law
- Flex Time – Do's and Don'ts
- Overtime (union contracts)
- Auditors

FLSA – Salaried Staff

- Exempt from being paid Overtime
- Job Duties must meet certain criteria to be considered Salaried
- AP Vacation Tracked Quarterly – Liability Auditors Review

Pay Schedules and Paychecks

- Pay Calendars are located on HR and Payroll Websites
  - Hourly paid bi-weekly on Tuesday
  - Salary paid the 15th and the last day of the month
- Direct Deposits
  - Salaried: Money deposited day before the 15th and last day of month when possible
  - Hourly: Money deposited Monday before the pay date when possible
  - Federal Holidays and Holiday Break may change schedule
  - Different financial institutions deposit money on different days
- Paper Checks
  - Remind employees that they need to pick them up at the student windows
  - Downtown and Allendale depending on the department they are assigned to.
- Notices
  - Payroll will send out notices and updates via the Notice Boards and Barter Board

Payroll Forms – How/Where to Submit

- All forms are found on the payroll website
- Do not email any forms – Email is not encrypted
- Regular Mail
- Hand Deliver
- Intercampus
  - Please place docs in a sealed envelope inside intercampus envelope
  - Seal the back (staple or tape)

Employee Self Service (My Banner)

- My Banner (Self Service - SSB)

You're in luck...I've unearthed those payroll records from 3 years ago.

Discipline Process

Definitions

At Will Employer
- An employee can be terminated for any reason and without warning

For Cause Employer
- An employee is terminated for any actions that are considered to be grave misconduct
- Examples:
  - Violation of policy
  - Falsifying records
  - Violence or threatening violence
  - Stealing money or property
  - Lying
  - Harassment

Discipline Process

Step 1:
Verbal Warning
- Discuss issue employee
- Set expectations
- Document the conversation
- Send a copy to HR

Step 2:
Written Warning
- Contact HR
- Discuss the issue
- Set expectations
- Document the conversation/ warning, details and action toward correction
- Send a copy to HR

Step 3:
Disciplinary Layoff
- Contact HR
- Not to exceed 5 work days
- When applicable employees are entitled to union representation when discipline is imposed

Step 4:
Termination
- Contact HR
- Employee will be notified of charges against them
- Pre-termination hearing, with union representation when applicable

*Note: Depending on the cause of discipline the action taken may be escalated to other steps in the process at the advisement of Human Resources.

Seven Tests of Just Cause

- Reasonable rule
- Notice
- Sufficient Investigation
- Fair Investigation
- Proof
- Equal Treatment
- Appropriate Discipine

Loudermill Hearing

- In *Cleveland Board of Education v. Loudermill*, (1985), the Supreme Court held that employees with a property interest in their jobs are entitled to certain **due process rights** prior to termination. These rights include oral or written notice of the charges against them, an explanation of the employer's evidence, and an opportunity to be heard in response to the proposed action. *Loudermill* rights are applicable in instances when the employee may have a loss of pay, such as suspension, termination, or demotion.

Loudermill applies only to government institutions.

Managing Performance

Exercise: Identify a Challenge

Identify a performance challenge you have with an employee, team member, or your self.

The Framework

1. Set Expectations
2. Give Feedback
3. Provide Resources
4. Provide Training & Development
5. Assess Job Fit
6. Address Motivation

Easy

Hard
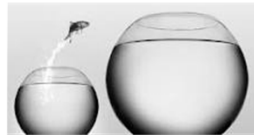
Set Expectations

- Get S.M.A.R.T
- Competency Modeling
- Mission, Vision, Values
- Stories/Promotions
- Integration with systems

Give Feedback

- Personal
  - Specific, Behavioral, and Timely
  - Start with Heart
  - Practice CPR
- Institutional
  - Dashboards
  - Line-of-Sight
  - Customer Stories
  - Evaluations

Personal Feedback

Effective feedback is:
- In private*
- Balanced
- Relevant
- Specific
- Documented
- Personal**

Formal Feedback Steps
- Set time and place
- Prepare documentation
- Start the meeting
- Outline change or offer praise
- Check for understanding
- Follow up

*Praise in public; "punish" in private
**The right person, not generalities

Common Evaluation Questions

- Should I put more emphasis on the results the employee achieved or how they did the job?
- What are rating errors?
- How should I consider the performance of someone new in their job? Should they be evaluated the same as someone who's been in their role a long time?
- How should I open the appraisal discussion?
- How should I open the discussion if the evaluation has "bad news?"
- How should I react if the employee starts to cry?
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Provide Resources

- Money
- People
- Time
- Authority
- Information
- Influence
- "Cover"

Provide Training and Development

- Workshops and Classes
  - Excellence Series
  - IT workshops
  - Departmental offerings
  - Academic participation
  - Conferences
- OJT
- Job Aids
- Mentoring
- Coaching

Ensure Job Fit

- Cultural Fit
- Personal/Job Fit
  - Personality
  - Behavioral
  - Aptitudes

Address Motivation

INTRINSIC	EXTRINSIC
• Sense of *competence* • Sense of *control* • Sense of *progress* • Sense of *purpose*	• *Rewards* such as money, awards, accolades, plum assignments • *Punishments* such as suspension, termination, poor assignments, undesirable shifts, criticism

The Framework Revisited

1. Set Expectations
2. Give Feedback
3. Provide Resources
4. Provide Training & Development
5. Assess Job Fit
6. Address Motivation

Easy

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Hard

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