

The background of the slide is a solid red color. In the upper left corner, the word "RUTGERS" is written in a large, white, serif font. Below it, in a smaller, white, sans-serif font, are the words "THE STATE UNIVERSITY OF NEW JERSEY". A large, faint, circular seal of Rutgers University is visible in the background, centered behind the text. The seal features a sunburst design in the center and the words "RUTGERS THE STATE UNIVERSITY" around the perimeter.

**RUTGERS**

THE STATE UNIVERSITY  
OF NEW JERSEY

# **Supervisor's Orientation Program**

**Office of Human Resources - Newark**

## To Our New Supervisors...

Welcome to Rutgers University! The following overview will present resources that are intended to generally guide and orient you as you take on your new role at the University.



## What's In Store For Me?

- Overview of university expectations of supervisors
- Review of HR policies & procedures
- Payroll policies & procedures
- What supervisors need to know about benefits, paid leave, FMLA, etc.
- Performance Management
- Employee Development

## What's In It For Me?

This program will provide you with a framework of tools and resources needed to effectively manage your employees and departments. This is intended to help you partner not only with Human Resources, but other university administrators that are key to the successful management of your unit.



# Benefits Overview



# New Jersey State Employees' Retirement Systems at Rutgers University



## PERS vs. ABP

### PERS

- Mandatory employee pension contribution rate of 5.5%
- Employee contributions are tax deferred
- Employee must contribute to the pension plan for 10 years to be vested
- Employee may purchase service credit
- PERS RETIREMENT FORMULA

$$\frac{\text{Years of Service}}{55X} \times \text{*Final Average Salary}$$

\*Average of three highest years of base salary

- Life Insurance  
Noncontributory portions: 1-1/2 times actual salary paid
- Contributory portion 1 ½ times annual base salary (Employee contribution rate .0050 of salary)

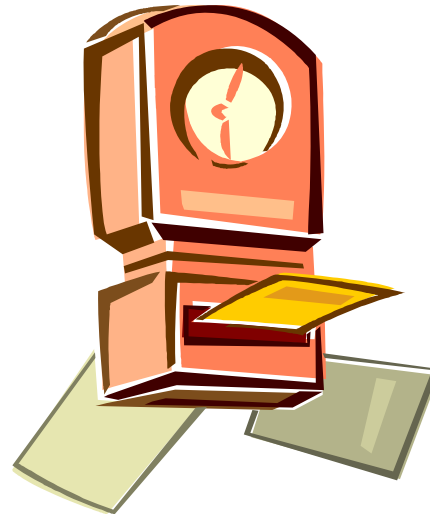
### ABP

- Mandatory employee pension contribution rate of 5%
- Employer contribution of 8%
- Must invest contributions into a 401(a) with an investment carrier of your choice:

AIG VALIC  
 AXA Equitable  
 The Hartford  
 ING  
 Metlife  
 TIAA-CREF

- Non-contributory life insurance 3 ½ times the prior 12 months base salary
- A new employee who already owns a retirement contract containing employer and employee contributions due to higher education employment or a new employee who is an active or vested member of another state-administered retirement system in the U.S. is considered vested
- Automatic one year of participation in the ABP program
- After an initial 6-month waiting period, 60% of base salary earned during the 12 months preceding the onset of the disability

# Accrual of Paid Leave and Overtime Eligibility Based on Workweek Classification



# FLSA

The **F**air **L**abor **S**tandards **A**ct determines the overtime eligibility of a position, based on the established job description.



# FLSA Classifications

Fixed workweeks	35/40 hours
NE (Non-Exempt)	37.5 hours
NL (Exempt)	
N4	40 hours

## Sick Time/Sick Leave

- SICK TIME is used for your own illness
- SICK LEAVE is for the emergency attendance of an immediate family member
- AFSCME hired before July 1, 2000
- AFSCME hired on or after July 1, 2000

(See the respective bargaining agreement for any related language.)

# Vacation

Vacation days are accrued in one fiscal year for use in the following fiscal year



## Vacation Accrual During 1<sup>st</sup> Fiscal Year of Hire

- ◆ Employees who start work July 1<sup>st</sup> accrue 1.25 vacation days for each calendar month during that fiscal year
- ◆ Employees who start after July 1<sup>st</sup> accrue one day of vacation for each full calendar month worked during the remainder of that fiscal year

# Absence Accrual Checklist for Break Year Calculation



1. Start Date
2. Job Classification
3. Fiscal Year
4. Start counting full calendar months from July 1<sup>st</sup> to the month of the anniversary date @old rate.
5. Count balance months per full month worked for the remainder of the fiscal year @new rate.
6. Add the two for break year total.

**A break year is a year in which an employment anniversary occurs that raises an employee to the next accrual rate for the remainder of the fiscal year.**

# Administrative Leave & Personal Holidays



## AL Accrual

- Accrue at .5 day per full calendar month up to a max of 3
- 10 month staff at .5 per full cal month up to a max of 2.5

## PH Accrual

- After 6 months of continuous employment
- After 1<sup>st</sup> FY, automatically

Thereafter, every FY (July 1<sup>st</sup>) AL and PH days are automatic

# Bereavement Leave

- Bereavement leave is a leave of absence due to death in the immediate family
- The amount of time allowed is based on employee classification, the family relationship and the funeral location
- Cannot exceed 5 days



# University Holidays



- Independence Day
- Dr. Martin L. King, Jr. Day
- Memorial Day
- Labor Day
- Thanksgiving Day
- Day after Thanksgiving
- Christmas Day
- New Year's Day

# Educational Benefits

- Regularly appointed faculty and staff may qualify for tuition remission
- The entire range of courses for credit are available to employees
- Dependent children must be enrolled full-time in an undergraduate program
- Employee must be regularly appointed on a full-time basis as of the first day of class



# The New Jersey Family Leave Act (NJFLA)

- Provides for a total of 12 weeks unpaid leave entitlement in a 24-month period.
- Can be used for birth or adoption of a child; serious health condition of a spouse, son/daughter, parent, parent-in-law, or a person in a “parental relationship.”



## Federal Family & Medical Leave Act

- The Federal Family & Medical Leave Act (FMLA) provides unpaid leave entitlement of 12 weeks in a 12-month period.

Can be used for birth, adoption, or placement of a foster child; serious illness of a spouse, son/daughter, parent, or someone in a parental relationship when the employee was a child; the employee's serious illness; or prenatal care.



## Eligibility Requirements For FMLA & NJFLA

- **At least 12 months employment by Rutgers**
- and**
- **At least 1000 hours of work in the 12 months immediately preceding the start of the leave**

## Maximum Amount Of Leave

- **NJFLA:** employees are eligible for a total of 12 weeks (60 working days) in a 24-month period.
- **FMLA:** employees are eligible for a total of 12 weeks (60 working days) in a 12-month period.



# Types of Leave

- **Continuous:** Extended blocks of time
- **Intermittent:** Interval of hours or days that are not regularly-repeating
- **Reduced Schedule:** A regularly-repeating reduction in the number of days per workweek or hours per workday.

# Human Resource Policies

- Sick Leave
- Vacation for Staff Members
- Administrative Leave
- Personal Holidays
- Bereavement
- University Holidays
- Educational Benefits
- Family Leave



<http://policies.rutgers.edu>

# Temporary Disability Insurance

- Whether an employee does or does not receive TDI from the State has no bearing on whether the employee is entitled to or charged FMLA.
- The two are distinct benefits and should not be confused.



# New Jersey State Unemployment Insurance

- Employees may apply for unemployment insurance upon termination.
- SUI website is <http://www.njuifile.net>
- Additional resources are available on the Newark Human Resources website.

## Bargaining Units

- Rutgers University is currently contracted with several bargaining units that cover a wide array of university employees...
- Negotiated contracts available on our website....

<http://uhr.rutgers.edu/lr/lragreements.htm>



## Bargaining Union Agreements

All collective negotiation agreements are listed below to view and download. These contracts are available on the Newark Human Resources website (<http://hr.newark.rutgers.edu>)

- URA-AFT .....(New contract - still in negotiation)
- [AFSCME Local #888 \(service and maintenance\)](#)
- [AFSCME Local #1761 \[COLT\] \(clerical, office, laboratory, and technical\)](#)
- [EOF Bargaining Unit/AAUP \[EOF\]](#)
- [Fraternal Order of Police - Primary Unit \[FOP-P\]](#)
- [Fraternal Order of Police - Superior Officers \[FOP-S\]](#)
- [International Union of Operating Engineers, Local 68-68A \[IUOE\]](#)
- [Doctors Council, SEIU](#)

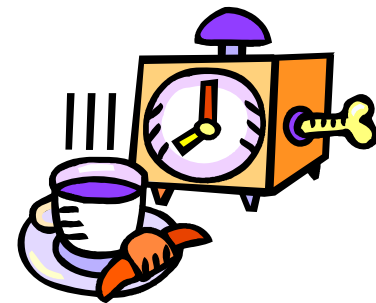
### Academic Labor Agreements

The [AAUP agreement](#) that represents faculty, TAs and GAs.

- [Part-Time Lecturer Faculty Chapter/AAUP \[PTLFC\]](#)

# Rest Periods within Collective Bargaining Agreements

- Hours of work
- Breaks
- Lunch times



# Dress Code

At Rutgers University, there is no set dress code policy for administrative, clerical, or office support staff. However, appropriate business attire is expected. At the discretion of each individual department, a dress code may be instituted.



# Dress Code

According to certain **union contracts**, employees are required to wear uniforms. In unions such as FOP (Fraternal Order of Police), and AFSCME Locals 888 and 68 (Service and Maintenance, Operating Engineers), employees are given a uniform allowance to purchase the required attire for their position.



# Staffing Matters



*"Everything you need to know to get a job filled or classified but are afraid to ask..."*

# *Where Do I Begin?*



**C**CLASSIFICATION  
**A**ND  
**R**RECRUITMENT  
**F**FORM

<http://hr.newark.rutgers.edu>

# The CARF...

- Job Description & Requirements
- Position Detail
  - Accountability, Authority
  - Analyzing, Reporting
  - Complexity
  - Supervisory Responsibilities
  - Equipment, Software, etc.
- Special Sections / Addenda



# Applicant Tracking System (ATS)

- ATS Access
- Required documents
- Authorities/Reviewers/Search Committees
- Applicant Lists/Rating Applicants
- When you're ready to hire...

<http://uhr.rutgers.edu/ATSHire>



## The New Hire!!!

- Salary Issues
- Payroll Processes
- New Hire Checklist
- Probation Periods
- ATS Again...



## More Money Issues...

- **Internal Promotion**
- **Within-grade increase**
- **Reclassification**
- **Calculating salary increases**



## Human Resource Policies

- APS Vacancies
- Probation Periods
- Salary Adjustments
- Type 4 Employment
- Acting Appointment
- Employment of Relatives
- Performance Appraisal



<http://policies.rutgers.edu>

# Performance Management



# The Performance Management PARADE



- **P**repare to manage performance by carefully setting objectives
- **A**ssess and give feedback on performance throughout the year
- **R**eview all pertinent documentation before meeting with the employee
- **A**ppropriate a place to deliver the appraisal away from disruptions and distractions
- **D**eliver the appraisal clearly, allowing for the employee to respond in a dialogue. Don't mince words or use code.
- **E**ncourage employees to do more of what they do well and improve where they can. Make them feel valued.

## Providing Effective Feedback

- Focus on priorities (as set forth in the employee's job description)
- Focus on the work, not the individual
- Describe specific situations and behavior
- Relate feedback to goals and expectations
- Balance positive and constructive statements
- Ensure that the individual understands expectations by asking him or her to summarize them
- Set follow-up dates to monitor improvement and set new development goals



# Performance Management of Bargaining Unit Employees

While bargaining unit employees are ***not*** included in the **Yearly Performance Appraisal** process designed for non-union support staff, the following expectations apply for ***all*** staff members:

- Mutual understanding of job duties & expectations
- Feedback on an regular basis
- Coaching/Support
- Staff development opportunities

(See the respective bargaining agreement for any related language.)

# Staff Development

- Staff development workshops
- New Staff Orientation Program
- Brown Bag Information Sessions
- Certificate Programs



## Leadership Development Certificate Program

This workshop is offered twice yearly (fall and spring) and is open to all supervisory employees.

Five ½ day modules focus on supervisory, regulatory, interpersonal, communication and team management skills.



# Conflict Management/Resolution



# What Causes Conflict? Controversy?

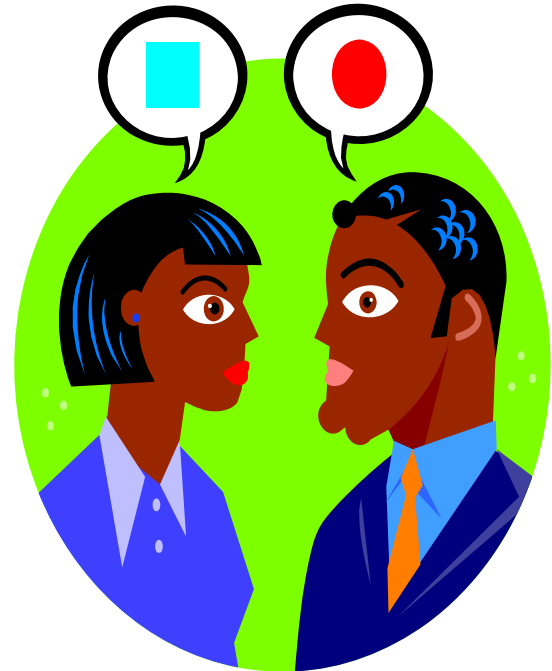


# Common Causes

- Contrary attitudes and values
- Personality types
- Resistance to change
- Perceptions
- Lack of trust
- Poor listening skills
- One-way thinking (should, always, never, right, wrong)
- Intolerance
- Lack of respect
- Limited resources
- Competing goals
- Blaming, complaining, defensiveness
- Lack of flexibility
- Unmanaged emotions (anger, fear, frustration, hostility)
- Organizational dysfunction

## *How do you currently address conflict?*

- What has worked well?
- What hasn't?



## Skills in Conflict Management

- Understand the common causes
- Listen (*stop talking*)
- Give person total attention and invite person to share thoughts (*show genuine interest*)
- Reflect (*summarize what has been said*)

### **Managing conflict does not always mean resolving it.**

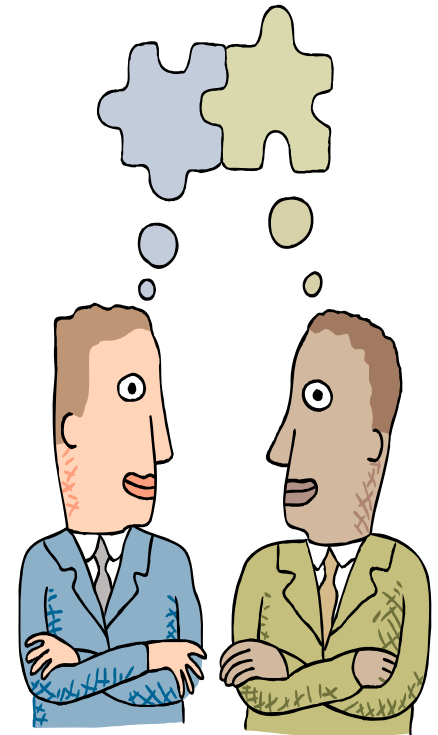
Many conflict situations do not lend themselves to immediate *resolution*. The important set of skills around dealing with conflict, are those that enable us to manage not always resolve conflict.

# It's all about communication: AEIOU

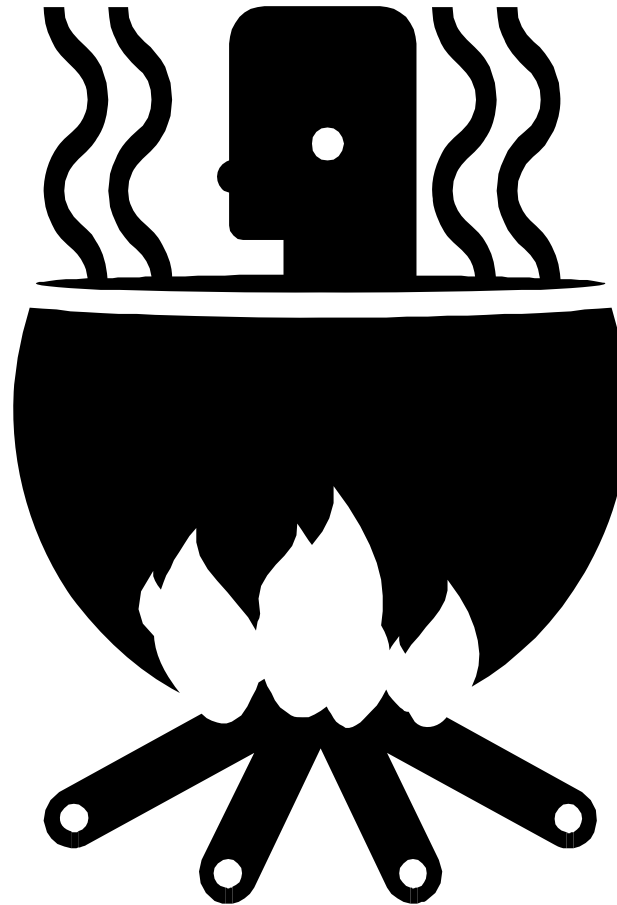
- A**ssume the other person means well
- E**xpress your feelings, elicit theirs
- I**dentify what you would like to happen
- O**utline outcomes
- U**nderstand the proposed agreement

## Keep in mind...

- Accept responsibility
- Set the stage
- Clarify the problem
- Search for common goals
- Collaborate in problem-solving
- Agree on a plan of action



# Preventing Workplace Harassment



# The Sexual Harassment Policy



<http://policies.rutgers.edu/documents/60.1.12.pdf>

## Definition of sexual harassment

*Unwelcome* sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature that is sufficiently *severe or pervasive* that *alters* an individual's working, living, and/or learning conditions, and creates a *hostile or intimidating* working, living, and/or learning environment.

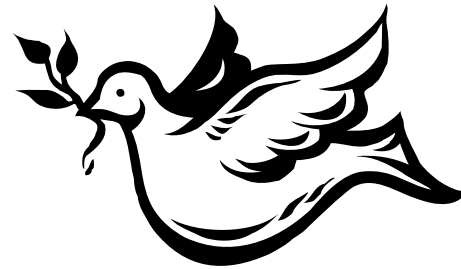
## The Rutgers Complaint Process

- Administered through the Office of Employment Equity (OEE)
- Process is initiated by a victim or witness
- Harassment advisers should be the first point of contact
- Complaints can be handled either informally or formally
- University commitment to handle complaints in a confidential and timely manner

## Resolutions to Harassment

- **Informal**

- Goal is to stop behavior
- Faster resolution
- Fewer steps
- Less people involved
- No investigation
- No sanctions



- **Formal**

- Full Investigation
- Longer process
- Determination
- May involve sanctions or remedial actions

## A Harassment-Free Environment...

- Supervisors:
  - Keep area harassment-free
  - Encourage employees to come forward with complaints
  - Don't agree to confidentiality
  - Act as a role model for employees
  - Know Rutgers' policy on harassment
  - Advise and counsel students/employees
  - Follow through on complaints

## In General...

- Meet with staff/students who have concerns
- Refer to an adviser/website
- Participate/cooperate in any investigation
- Proceed confidentially
- Allow no retribution
- Call OEE



# Personal Counseling

Faculty and Staff Assistance Program-

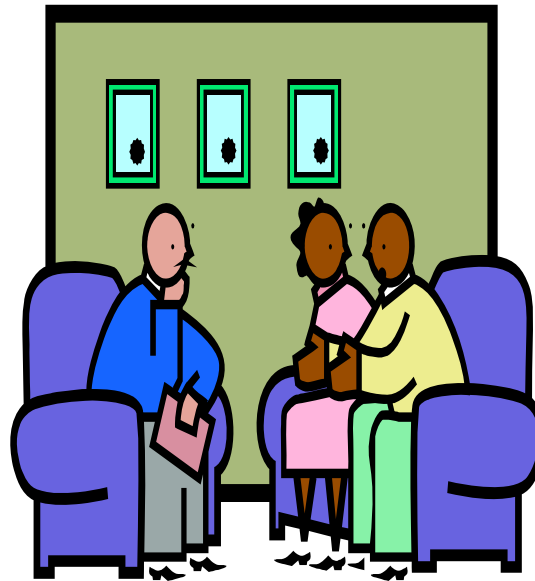
Provides free counseling for employees and their family for free and confidential services. (732-932-3020)

Includes Counseling on:

- Financial Difficulties
- Career Satisfaction
- Interpersonal/family relationships
- Alcohol and other drug abuse
- Mental health
- Child/adolescent development

Employees may also seek personal counseling through their medical plan.

**Employees may seek professional advice for  
Employee & Labor Relations issues from  
Elena Serra 973-353-5596.**



# Key Contacts

- **Parking**  
973-353-5873
- **Payroll**  
732-932-2113
- **Public Safety**  
973-353-5581
- **Purchasing**  
973-353-5338
- **University Relations**  
973-353-5262



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<http://hr.newark.rutgers.edu>

(973)353-5500