

Manager's Information Guide

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Introduction

This Manager's Information Guide will provide a one stop source of information and guidance to assist supervisors and managers charged with effectively managing the human resources functions within their department. This guide provides information, offers samples and checklists, and provides easy access to key HR policies and procedures covering the employee life cycle from recruitment to retirement.

Definition of Employee Groups

Career Service (classified) employees – Hiring, evaluation, promotion and discipline processes are governed by the rules and regulations of the Civil Service Commission (CSC) and applicable collective bargaining agreements between the State of New Jersey and the unions listed below. Career Service titles are aligned with each of the following bargaining units:

- Communications Workers of America (CWA) – Clerical, Administrative, Computing and Technology titles;
- International Federation of Professional Technical Engineers (IFPTE) – Building Maintenance, Grounds, Trades, HVAC, Communication and Security titles; and
- Police Benevolent Association (PBA) and Fraternal Order of Police (FOP) – Police titles such as Campus Police Officer Recruit, Campus Police Officer, Sergeant and Lieutenant.

Career Service employees are often referred to as Classified employees.

Faculty, Librarians and Professional Staff – Hiring, evaluation, promotion and discipline processes are governed by collective bargaining agreement between the State of New Jersey and the American Federation of Teachers (AFT), New Jersey Annotated Statutes, and University policies and procedures. The employee categories are as follows:

- Faculty and Librarians; and
- Professional Staff members - Non-teaching employees.

Higher Education Managers (HEM) – Managerial staff who are not affiliated with any bargaining unit. Employment is at will and University policies and procedures govern the hiring, promotion, evaluation and separation processes for nonaligned managerial staff.

AFT and HEM employees are commonly referred to as Unclassified employees.

Preparing for the Recruitment Process

Before the recruitment process begins for either a career service or unclassified position, the hiring manager should:

- review the position description and update its content as necessary;
- initiate the Position Control Form (PCF) and route for approval signatures (except for faculty positions); and
- draft a position description in consultation with HR as needed.

Unclassified Position Advertisement

The Office of Human Resources is the central point for the placement of advertisements for unclassified positions, including faculty positions. The standard online advertisement publications available at no cost to the requesting department are: WPU Employment Opportunities webpage; Diverse Issues; Inside Higher Ed; HigherEdJobs and The Chronicle of Higher Education for academic positions only. Upon request, positions can be advertised in The Hispanic Outlook in Higher Education. Costs for advertising in this publication are borne by the department.

Departments may also post approved advertisements to discipline specific list serves or websites in addition to other recruitment outlets, at their own cost, if applicable.

Postings to other than the standard publications must have the same content as what is posted on the sites mentioned above. Contact Karen Blessing (blessingk@wpunj.edu) to facilitate such placements.

Recruitment of Unclassified Positions

Unclassified positions are recruited using the Search Committee process. An approved PCF is required before a Search process commences for HEM, Professional Staff and Librarian positions. Faculty positions do not require an approved PCF in order to initiate the Search process. Exceptions to the use of Search Committees are permissible in instances of institutional need or exigency with approval from the President or her designee and the Office of Employment Equity and Diversity. Click on the hyperlinks for more information on the Guidelines for Recruitment of [Full-time Faculty](#) and [Non-Faculty](#) positions.

Once the search committee has concluded the interview process and submitted Affirmative Action Form 2 for review and approval by the Office of Employment Equity and Diversity, the hiring manager then has the responsibility to interview candidates

recommended by the Committee. If the hiring manager selects a candidate, a verbal offer is made and confirmed in writing.

Visit the [Office of Employment Equity and Diversity](#) web page for Search process related information.

Employment Offers for Unclassified Positions

Faculty, Librarians and Professional Staff

The hiring manager makes the offer of employment to the selected candidate. Both verbal and written offers for titles covered by the AFT Agreement must be based on the applicable Salary Range for the Payroll (State) Title of the position. Within the Salary Range, the quoted salary must align with a specific Step on the Salary Range. Each Salary Range contains twelve (12) Steps. Salary Ranges and Steps are found in the current AFT collective bargaining agreement.

With the exception of faculty and librarian positions, salary offers between Steps 1-4 may be made by the hiring manager without additional approval. Employment offers which exceed Step 4 of the Salary Range must be submitted to HR with justification for the request along with the candidate's resume. The Office of Human Resources must approve the request before the hiring manager can extend a salary offer.

Higher Education Management Titles

Higher Education Management positions do not have specific Steps within a Salary Range. However, salary offers must be guided by commensurate experience, education, existing budgetary guidelines and comparability to other public sector institutions, and be internally competitive. Guidance from HR is required if salary offers exceed the initially agreed upon parameters on the approved PCF.

Offer Letter Templates

Sample employment offer letter templates which can be customized are located in WP Connect under HR Info and Services.

Next Steps Once Offer is Accepted

1. Notify non-selected candidates who were interviewed.
2. Provide HR (lewisd@wpunj.edu and blessingk@wpunj.edu) with a signed copy of acceptance letter and candidate's resume.
3. Initiate HRAF and route for approval signatures. Go to the [HRAF User's Guide](#) for instructions on completing this form.

4. Compile the Appointment Folder and include all applicable documents listed on the Appointment Checklist found in WP Connect under HR Info and Services.
5. Disseminate Appointment Folder to appropriate division or college head.
6. Send the Appointment Folder directly to HR if division or college head submission is not applicable.

Recruitment for Career Service Title Positions

Candidates to fill new or vacant career service (classified) positions are generally recruited internally to afford our employees opportunities for career growth and development. Such opportunities may be offered as **Promotions** within the competitive title series, **Advancements** within the non-competitive title series or **Lateral Transfers** within each title series.

Career Service Position Advertisement

Upon receipt of a fully approved PCF a HR staff member is assigned to work with the hiring manager to fill the vacancy.

In instances where there is no existing internal promotional list, the recruitment cycle begins with a job posting on the HR Employment Opportunities webpage. Positions are posted in accordance with contractually required timeframes.

In certain competitive title promotional recruitment processes, the HR office may have an active CSC issued promotional list containing only the names of WPU employees who have been deemed qualified to be promoted into a specific title from the ranked listing. In those instances, the posting requirement is eliminated and HR will notify the eligible employees individually of the available promotional opportunity. Promotional lists are only applicable in the recruitment of competitive career service titles.

Promotions within the Competitive Division Title Series

Permanent promotion is an appointment to a title from an existing promotional list containing the names of WPU employees who have successfully passed an examination process determined and administered by the CSC. An employee must also successfully complete a working test or probationary period in order to achieve permanent status in the title.

Provisional promotion is an appointment to a titles where no promotional list exists and an internal applicant who meets the minimum qualification requirements is selected to fill the position. A working test or probationary period is not applicable to a provisional promotion appointment.

Attainment of permanent status when provisionally promoted is based on passing an examination process determined and managed by the CSC. In order to achieve permanent status in the new title, the employee appointed provisionally must be on the listing generated by CSC and ranked among the top three interested candidates from the list at the conclusion of the process.

External Recruitment for a Competitive Division Title

In some instances there will not be any existing promotional list and an internal recruitment process will not yield a successful candidate for a provisional promotion. In those scenarios, applicants may be sourced from a list provided by the CSC, which contains the names of individuals who have tested and been deemed qualified to perform the responsibilities of the subject title.

If the CSC does not have a list of candidates, it may authorize recruitment from the response to a public position advertisement. A candidate selected through this process will be hired in a provisional appointment and must satisfy the CSC requirements mentioned above to achieve permanent status in the title.

Recruitment for a Non-Competitive Division Title

External Recruitment within the non-competitive title series is generally not subject to the use of CSC lists. Individuals hired through this process will be appointed and achieve permanent status after the successful completion of a working test period.

Generally, employees already in the non-competitive title series will experience career progression through advancement or lateral transfer opportunities.

Advancement is the internal movement of employees between titles in the non-competitive division of the career service title series which does not require an examination process administered by the CSC. However, successful completion of a working test period will be required.

Both the promotion and advancement processes will result in the selected candidate receiving a higher title and additional compensation.

Lateral Transfer is the internal movement within an employee's existing job title and classification from one department to another at the University and does not result in a higher title or additional compensation. A working test period will not be required if the employee has permanent status in his/her title.

Employees self-disclose to HR their interest in pursuing lateral transfer opportunities.

Working Test/Probationary Period

The probationary period is four (4) months in duration for all titles excluding law enforcement titles. Entry level police titles are subject to a one (1) year working test/probationary period. The working test/probationary period is applicable to employees in career service competitive and non-competitive title series upon attainment of permanent status in a given title.

The Interview Process

From the employer's perspective, the purpose of the interview process is to assess the skills, experience and competencies of a candidate to determine his/her fit for a particular position. Interviewers communicate the University's core values both verbally and non-verbally through their preparedness and professionalism during the interview process.

Equal Employment Opportunity

The interview process must be conducted in accordance with the University's Equal Employment Opportunity/Affirmative Action Policy which states in pertinent part "It is the policy of the William Paterson University of New Jersey to provide equal employment opportunity as well as equity of conditions of employment to all its academic and non-academic employees and applicants for employment without regard to race, creed, color, national origin, nationality, ancestry, sex/gender (including pregnancy), affectional or sexual orientation, gender identity or expression, age, marital status, civil union status, domestic partnership status, familial status, religion, atypical hereditary cellular or blood trait, genetic information, liability for service in the Armed Forces of the United States, or disability, except where a particular qualification is specifically permitted and is essential to successful job performance. Equal employment opportunity includes, but is not limited to, recruitment, selection, hiring, training, promotion, transfer, work environment, layoff, return from layoff, compensation and fringe benefits."

Pre-Interview

The HR liaison compiles the application documents following the conclusion of the posting period. Applications or resumes are reviewed by an HR Liaison to ensure candidates meet minimum qualification standards based on the posting requirements.

Role of HR and Hiring Manager in the Interview Process

In the career service recruitment process a HR staff member is assigned to work with the hiring manager to fill an existing vacancy. The HR liaison works closely with the hiring manager or designee to ensure the process moves forward in accordance with established procedures and in a timely manner.

Internal Advancement Opportunity or External Recruitment for Non-Competitive Titles

The HR Liaison:

1. Provides the hiring manager with the applications or resumes of qualified applicants;
2. Coordinates the interview schedule with the hiring manager;
3. Conducts any required technology screening such as Microsoft Word or Excel;
4. Provides the Office of Employment Equity & Diversity with completed Form 1, and supporting documentation for review and approval at the conclusion of the interview process; and
5. Makes the job offer to the selected candidate and conducts the background check process, if applicable.

The Hiring Manager:

1. Reviews the candidate pool and selects applicants for interview;
2. Completes Affirmative Action Form 1;
3. Interviews selected candidates;
4. Completes an Interview Evaluation Form for each candidate interviewed including a hiring recommendation; and
5. Returns completed documents (AA Form 1 and Interview Evaluations) to the assigned HR liaison.

In limited circumstances, such as within the Facilities Department, the hiring manager or supervisor may coordinate the interview schedule directly with the applicant.

Internal Promotional Opportunity or Recruitment from a Civil Service Open Competitive list

The HR Liaison:

1. Provides the hiring manager with the resumes of WPU employees listed on the internal promotional list or external candidates from the CSC list or, if applicable, who have expressed interest in the position;
2. Coordinates the interview schedule with the hiring manager; and
3. Conducts any required technology screening such as Microsoft Word or Excel.

The Hiring Manager:

1. Interviews candidates; and
2. Completes an Interview Evaluation Form for each candidate interviewed including hiring recommendations.

HR's Role in the Hiring Process Post Interview:

1. Calculates new annual salary (internal candidates) and makes a verbal offer to selected candidate;
2. Facilitates start date in new position between current and new department managers or external candidate and hiring manager;
3. Provides written notification via Notice of Personnel Action to internal candidate or Employment Offer letter to the individual hired via the external recruitment process;
4. Coordinates Pre-employment screenings, if applicable; and
5. Closes the recruitment process with updates to University and State databases.

Conducting the Interview

The interview process affords the hiring manager the opportunity to gather information and assess the skills and qualifications of internal or external candidates. It is also an opportunity for the candidate to gather information about the position, and department. Both parties are engaged in a process to determine if there is an appropriate match between the candidate's skills and experiences in relation to the department's needs.

In preparing to conduct and conducting the interview the manger should:

- ✓ Develop a core list of questions to be asked of all applicants.
- ✓ Focus on Behavioral Based, open ended questions using starter phrases such as – describe; how did you; tell me about a time; and give me an example.
- ✓ Questions should elicit information about the work experiences, skills and competencies related to the needs of the position.
- ✓ Review the list of [permissible and impermissible interview questions](#).
- ✓ Be prepared - have a plan for the interview format and share it with the applicant.
- ✓ Start punctually and put the candidate at ease.
- ✓ Listen and ask follow-up questions where appropriate.
- ✓ Observe nonverbal reactions and responses.
- ✓ Take brief notes during the interview.

At the conclusion of the interview take a few moments to synthesize your notes and share feedback with others participating in the process. Document objective findings for each specific candidate.

Hiring Students, Project Employees and Graduate Assistants

On campus student employment can be an opportunity for students to gain meaningful work experiences and skills which better prepare them for employment after graduation.

Federal Work Study Student Employee

To hire a student through the Federal Work Study programs, supervisors must work directly with the Financial Aid Office or the Career Development Center for Federal Work Study Community Service employment programs.

Student Assistants are non-Federal Work Study eligible student employees.

Project Employees are non-student hires employed for a defined temporary duration, on an hourly rate of pay basis. Newly hired Project employees will be subject to a background screening.

The process for hiring Student Assistants and Project Employees is decentralized.

Funding to support such positions must be in place before an offer of employment can be made to a student or project employee. Further, no student regardless of program under which he/she is employed, or project employee, can begin working before she/he has completed Form I-9 in the Office of Human Resources.

Budget Assignment Process: Student Assistant and Project Employee Supervisors and managers with an approved budget to hire a **Student Assistant or **Project Employee** must do the following:**

- ✓ Notify the Budget Department (Alene Ortiz) via email requesting the assignment be created;
- ✓ Include the prospective employee's name and BANNER number or Social Security number if Banner number is not established;
- ✓ Specify the assignment begin and end date;
- ✓ Indicate the Budget Fund Organization Account Program (FOAP) to be charged;
- ✓ Specify the hourly rate of pay; and
- ✓ Include copyholders from the Office of Payroll and Employee Benefits.

The initiating supervisor and copyholders to the email will receive an approval notification from the Budget Department which will authorize the establishment of the assignment.

Graduate Assistant hiring is initiated through written requests to Lissette Gonzalez in the Office of the Provost. Requests should contain outlines of the benefits of the placement in your department/unit and a position description/summary of responsibilities for each graduate assistantship position you are requesting. The request can be for the renewal of an existing assistantship or for a new allocation.

At the conclusion of the candidate interviews, the hiring manager will make an appointment recommendation. Once a recommendation for appointment has been approved by the Office of the Provost (generally 24-48 hours), the department or unit may proceed with assembling the appointment file. Contact the Office of the Provost for required documents.

In addition to the required documents for the appointment file, new Graduate Assistants are also required to complete the new hire documents referenced above, in the Office of Human Resources.

Hiring Documentation for Student and Project Employees and Graduate Assistants

When hiring a student, graduate assistant or project employee it will be necessary to have the individual complete specific forms. These documents must be completed prior to or no later than one day after the start of work. If the assignment duration is for one day only, documents must be completed prior to the start of the assignment.

For your convenience we have provided links below to the required forms. Please print all forms, have them completed and returned to the Office of Human Resources, College Hall, Room 150. The forms may also be obtained directly from the Office of Human Resources.

Tax Forms ([State and Federal](#)).

[Personal Information](#) Form.

[USCIS I-9](#) Form, Employment Eligibility Verification

****NOTE: ORIGINAL ID REQUIRED. NO EMPLOYEE CAN BEGIN WORKING BEFORE THEY HAVE COMPLETED AN I-9 IN THE OFFICE OF HUMAN RESOURCES.***

[Direct Deposit](#) Form.

[Work Related Injury](#) Form.

New **Project Employees** will be subject to a background investigation.

For inquiries regarding new hire paperwork contact Human Resources at ext. 2605.

For inquiries regarding Payroll matters (i.e. time and attendance) contact ext. 2886.

It will not be necessary to complete documents again if the individual has worked on campus in the past, unless they wish to make a change to the information previously provided.

Temporary Agency Staffing Procedures

On occasion, a staffing need will arise which may be covered best with an individual from a temporary staffing agency. These requests are approved at the VP level and facilitated through the Office of Human Resources.

Colleges/Departments within the Academic Affairs Division that request temporary agency personnel must email the Provost and copy the Associate Provost to whom they report as well as the Vice President for Administration and Finance on their request.

All other departments must make requests for temporary agency personnel through their respective Division VP and the Vice President for Administration and Finance.

The email should contain the following information:

1. Type of position;
2. Anticipated duration of assignment;
3. Brief description of responsibilities; and
4. Hours of work.

Once approved, an HR liaison will work with the hiring manager to secure a qualified candidate and communicate the hourly rate of pay charged by the Agency.

Onboarding the New Team Member

The first day on the job can be a nerve racking experience for new employees as well as current employees who move to a new department. The department supervisor has the responsibility for orienting a new team member to the department's procedures and the overall University if the employee is new to the organization.

Pre-Arrival

Prior to the employee's first day of work the manager should ensure that the office is prepared to welcome the new employee. This state of preparedness includes:

- Formal notification to the staff about the addition of a new team member;
- Cleaned and work ready workstation or office – phone; computer; office supplies;
- Nameplate for display on the workstation;
- Keys for office doors and storage areas if applicable; and
- Where practicable, identify and designate a peer mentor/buddy.

First Day and Beyond

Once the new team member begins employment, orientation, which can be a multi-tiered process, will be critical to the successful integration and engagement of the employee. A successful departmental orientation will help the new employee understand her/his role and how it contributes to the mission and goals of the unit; further it will create a foundation of knowledge and understanding about the department's structure, functions, policies and procedures.

Additional steps the supervisor should complete at the department level include:

- Be on hand to greet the new employee upon his/her arrival to work on the first day.
- Schedule time to meet with the new employee during his/her first week.
- Formally introduce the new employee to team members and briefly summarize their job responsibilities.
- Review departmental policies and procedures with the new hire.
- Discuss and share position responsibilities, goals and expectations for satisfactory performance.
- Introduce the peer mentor/buddy who has been designated as the go to person for questions or concerns in addition to yourself.
- Coordinate required training needs.
- Review performance, monitor progress and provide constructive feedback.

The Office of Human Resources will provide new employees with the opportunity to participate in a formal orientation program within the first few months of their employment with the University.

These steps will provide a framework to ensure that employees new to the department will assimilate into the organizational culture and quickly become productive and contributing members of the team.

Attendance and Leave Benefits

This section provides general information about common aspects of attendance and paid time off.

Standard Workweek, Lunch and Break

Unclassified Positions

Professional Staff positions within AFT bargaining unit and non-aligned Higher Education Manager positions work a minimum of thirty-five (35) hours per week and longer if necessary to complete assigned responsibilities.

These positions are designated as No Limit (NL) and are ineligible for overtime compensation. Employees in this category receive a one (1) hour unpaid lunch.

Career Service Positions

The majority of positions covered by the CWA bargaining unit work a standard 35 hour work week and the remaining positions work a 40 work week broken down into five (5) seven (7) or eight (8) hour work days, respectively.

In addition, employees in this bargaining unit receive a one (1) hour unpaid lunch and two fifteen (15) minute breaks, one before the lunch hour and one in the afternoon. These breaks should not be added to the lunch hour to extend the lunch break or added to the end of the workday to create an earlier than normal end to the work day.

Employees in IFPTE and Police bargaining unit titles such as Senior Building Maintenance Worker and Campus Police Officer respectively, work a standard forty (40 hour) work week. Employees in these bargaining units are afforded two fifteen (15) minute break periods as well.

Overtime Compensation

Career service employees, in overtime eligible titles, are eligible for overtime based on hours worked in excess of the normal hours of the established workweek. Overtime is paid at 1.5 times the employee's hourly rate of pay.

Career service employees who work on designated optional holidays are eligible to receive overtime compensation at 1.5 times their hourly rate of pay in cash or equivalent compensatory time at the discretion of management.

Higher Education Managers and AFT Professional Staff are eligible to earn compensatory time on an hour-for-hour basis for work on designated optional holidays.

Holidays

The University observes eleven (11) official State holidays. Three of those holidays, Columbus Day; Election Day and Veterans Day, are considered optional holidays. Classes are convened on those days and departments are expected to maintain staffing levels to support student and customer needs on those days.

Visit the [Employee Benefits Programs](#) webpage and select the link to holidays for a complete listing of holidays observed by the University.

Sick Time

It is reasonable to expect that an employee may on occasion be absent from work due to their own personal illness or injury or to attend a medical appointment when such appointments can't be scheduled after regular work hours.

Reporting Absence due to Illness

Employees must notify their supervisor in accordance with established departmental procedures when they are unable to be present at work because of personal illness. Where no departmental procedure exists, the employee must notify his/her supervisor at the employee's usual reporting time, except in those work situations where notice must be made prior to the employee's starting time.

Earnings and Usage of Sick Time

Paid sick leave is granted to full time employees on the basis of 12 or 10 month employment status. Employees employed in a 12 month capacity receive 15 days of sick leave per year. Employees employed in a 10 month capacity receive 12.5 days of sick leave per year. In the first year of employment, sick day earnings are prorated for all employees based on their individual date of hire.

Part-time employees earn sick time at a rate proportionate to their assigned hours of work.

Sick leave can also be used to attend to immediate family members who are ill and in instances of death of an immediate family member. In either situation mentioned, employees are required to provide the Office of Payroll and Employee Benefits with medical documentation or proof of death, respectively, as justification for use of sick time.

Bereavement

The regulations also permit employees to use sick time for a “reasonable period of time” for death of an employee’s immediate family member. Typically, the amount of time allotted for bereavement in the loss of an immediate family member is three (3) sick days. Exceptions to this threshold are reviewed on a case-by-case basis. Additional time may also be requested and taken if approved, using other earned leave balances.

For purposes of using sick leave due to death in the immediate family, the Civil Service Commission defines immediate family members as an employee's spouse, domestic partner (see section 4 of P.L. 2003, c. 246), child, legal ward, grandchild, foster child, father, mother, legal guardian, grandfather, grandmother, brother, sister, father-in-law, mother-in-law, and other relatives residing in the employee's household.”

Medical Notes

An employee’s absences of five (5) or more consecutive working days due to illness require submission of a doctor’s note to the Office of Payroll and Employee Benefits. In addition to in person delivery to the Employee Benefits office, medical notes can also be faxed to ext. 3694.

Vacation

Vacation usage is an important component to maintaining the physical and emotional well-being necessary to effectively handle the challenges of work. Employees must schedule in advance and receive approval from their supervisor for any planned use of vacation time in accordance with departmental procedures. All employee groups eligible for vacation may carry forward into the next earnings year a maximum of one year of vacation entitlement.

Career Service Employee Accrual

Employees in full time 12 month positions, covered by the CWA, IFPTE and PBA and FOP collective bargaining unit agreements earn vacation on a calendar year basis as follows:

Years of Service	Vacation Entitlement
Up to one year	1 day for each month of service
After one year and up to five years	12 days
After five years and up to twelve years	15 days
After twelve years and up to twenty years	20 days
Over twenty years	25 days

Professional Staff Accrual

Employees in full time 12 month positions covered by the AFT collective bargaining unit agreement earn 1.5 vacation days per month for each full month of service from the date of appointment through December 31 of the year in which they were hired. Thereafter employees earn 22 vacation days per calendar year.

Employees in full time 10 month positions covered by the AFT bargaining unit earn 1.5 vacation days per month for each full month of service from the date of appointment through December 31 of the year in which they were hired. Thereafter, those employees earn 18 vacation days per year.

Faculty members do not earn vacation time.

Higher Education Management Accrual

Higher Education Managers working in full time 12 month positions earn 1.83 vacation days per month for up to one year of service. Thereafter, those employees earn 22 vacation days per year which is advanced on a fiscal year basis.

Performance Management

Performance management is the process of developing our people resources in order to sustain or improve desired behaviors and performance. Performance management is a continuous process of ensuring that employee performance is aligned with departmental goals which support the University's strategic plan. It is not a once per year activity but a process of ongoing communication and feedback which culminates in a formal assessment of overall performance.

Giving Feedback

Supervisors and managers should provide objective and balanced (positive and corrective) feedback which touches on both employee strengths and opportunities for further development. When delivering corrective feedback the supervisor should:

- Address the problem or issue as soon possible with the employee in a private setting.
- State specific examples of the behaviors or performance which are inappropriate or unsatisfactory.
- Describe the impact of the behavior or performance issue and avoid language that can be viewed as a personal attack on the employee.
- Afford the employee the opportunity to give his/her perspective on how/why the situation occurred and suggestions on how the issue/performance can be corrected.
- Provide the employee with clear statements of expectations for improvement moving forward.
- Establish follow-up meetings, positively reinforce progress toward desired outcomes and address areas still in need of improvement.
- Document the process undertaken with the employee.

Although positive feedback is much easier to deliver, its delivery should always include:

- Praising the behavior or performance promptly;
- Citing specific examples of what the employee did that was noteworthy; and
- Describing the impact of the behavior or performance on the department, team or goals.

Employee Assistance Program

The University provides an Employee Assistance Program (EAP) to employees and members of their household to assist in handling a myriad of problems, both work-related and personal. This service is free to employees and information discussed with counselors is confidential to the extent protected by law.

Discussions between supervisors and employees should always include EAP services as an option available to an employee when discussing behavioral or performance issues. Visit [EAP](#) for more information.

Performance Evaluation

Performance evaluation systems are a formal method of communicating with an employee about how well they met or did not meet expectations related to the principal responsibilities of their positions, as well as how well they accomplished goals established at the start of rating cycle. If conversations about performance, both positive and corrective, were ongoing throughout the year, then nothing in the conduct of these meetings should be a surprise to the employee being evaluated.

Managerial Appraisal

The majority of Higher Education Managers are evaluated on a fiscal year (July- June) basis against established goals and accomplishments. Exceptions to the fiscal year review cycle include the Divisions of Institutional Advancement and Enrollment Management. Merit increases, if any, are determined based on overall job performance and the successful outcomes and achievement of individual goals.

Employees hired into HEM titles at other than the start of their applicable evaluation year cycle, if eligible to receive a merit increase, will receive it after completion of one year of service. The amount received will be pro-rated for the period of time remaining until the end of the employee's current evaluation cycle. Thereafter, any merit increase, if applicable will be based on the full term of the evaluation cycle. Higher Education Managers receive notice of continuation of employment on an annual basis.

Professional Staff Appraisal

AFT Professional Staff undergo performance evaluation whether on an annual or multi-year contract. The evaluation process is contractually driven and timelines differ in accordance with an employee's contractual status (i.e. 1st, & 2nd year reappointments, consideration for multi-year appointments and evaluation of Professional Staff already in multi-year contracts). For detailed information about the process and timelines for specific Professional Staff cohorts click [here](#). Once on the page, select "Reappointment & Performance Appraisal." Depending on the employee status in the appointment or reappointment cycle, the performance evaluation may be tied to retention for employees on annual as well as multi-year contracts.

Career Service Employee Appraisal

Career Service employees are evaluated using the **electronic Performance Assessment Review (ePAR)** tool. This tool is the CSC approved online format used to conduct the evaluation of full time employees. The process permits all actors in the process, the Ratee (employee), Rater (employee's supervisor) and Reviewer (the Rater's supervisor) access to the online tool to create, edit, review, comment and electronically sign the document in its online format.

The evaluation cycle is the fiscal year (July-June) for all employees. The cycle requires three formal meetings between the employee being evaluated and his/her immediate supervisor. The supervisor initiates the process by meeting with the employee to discuss Job Expectations and outline standards for successful performance.

The next formal meeting, the Interim Review, occurs at the six month mark in the evaluation cycle and results in an overall performance rating for the employee of Unsatisfactory, Satisfactory or Exceptional. The last formal meeting of the cycle is the Final Review which assesses the employee's performance over the entire evaluation period. A final rating is applied using the ratings previously mentioned.

Visit [ePAR](#) for detailed information on process.

Supervisors and managers must execute their responsibilities related to all aspects of performance management and evaluation in accordance with the University's Equal Employment Opportunity/Affirmative Action Policy.

Employee Recognition

The University also offers supervisors and managers an opportunity to formally recognize and reinforce desired behaviors and performance through the employee recognition program, **WP P.R.I.D.E** (WP Praising Results, Innovation, Dedication and Excellence.) This Staff Excellence Awards Program offers faculty and staff the opportunity to recognize and reward University employees who go above and beyond their expected roles and responsibilities to advance University goals through extraordinary personal effort, contribution, commitment or innovation.

Employees may be awarded individual or group digital medals in gold, silver or platinum which make them eligible for CARES or PIONEER Awards. CARES award recipients receive \$25.00 in credit to their Pioneer Express Card, an afternoon desert celebration with their supervisor and colleagues, and a certificate signed by their division VP. PIONEER award recipients receive \$50.00 in credit to their Pioneer Express Card, a breakfast celebration with their supervisor and colleagues, and a certificate signed by the University President.

For more information on this recognition program log on to WP Connect and view details under the Employee Recognition tab.

Employees are also recognized for their service, skills and dedication to the University through the Service Award program. Employees are recognized upon attainment of five (5) years of service and thereafter in five year increments. Employees achieving ten (10) years or more of service are honored at a luncheon hosted by the University's President or her designee.

Discipline

As part of their responsibility, supervisors and managers are expected to clearly communicate both performance and behavioral expectations to staff members. If, after considerable effort has been expended, behavioral or performance issues continue to hinder progress toward expected standards, the imposition of formal disciplinary action may be the next appropriate step in the performance management process.

Verbal counseling is not considered official discipline but it serves to put the employee on notice about the behavior or performance that is non-compliant. Such counseling should always be followed up with a written memorandum to the employee which details the specifics of the counseling session.

At a minimum counseling memos should:



The University believes that disciplinary sanctions are to be corrective and progressive in nature. However, there may be instances where the first infraction related to inappropriate conduct/behavior or poor performance may be egregious enough to warrant a more severe sanction up to and including termination.

Every collective bargaining unit agreement contains due process rights which the University must comply with in the imposition of discipline. Disciplinary sanctions at the level of Official Written Reprimand and above are processed through the Office of Human Resources.

The handbook titled [Guidelines to the Disciplinary Process for Classified Employees](#) provides a roadmap for supervisors and managers in understanding the stages of the process.

Separation from Employment

The final stage of the employee life cycle is transition out of the University. This transition can be voluntary or involuntary.

Voluntary Separation

Resignation – The employee initiates separation from employment with the University. For **employees in career service titles**, the accepted standard is at least 14 days written notification prior to the projected end of employment to the immediate supervisor. However, notification of a shorter duration is also acceptable.

The supervisor should:

1. Accept, in writing, the employee's resignation;
2. Forward the notice to the Office of Human Resources; and
3. Review *Preparing for the Recruitment Process* and *Recruitment of Positions within the Career Service Title Series* to begin the replacement process.

For **employees in unclassified titles**, it is expected that he or she shall continue to serve until the completion of the academic year or for the term of his or her appointment. Resignations due to health or other circumstances beyond the employee's control are exceptions to this expectation.

Retirement – The employee elects to file for retirement and completes the requisite paperwork. The Office of Payroll and Employee Benefits provides notification to the supervisor and other interested parties of the employee's intent to retire.

In instances of resignation or retirement of unclassified employees, the supervisor should:

1. Forward the notification the employee provided to the Office of Human Resources; and
2. Initiate and route for approval signatures the Human Resources Action Form (HRAF).

Involuntary Separation

There are primarily two primary types of involuntary separations.

1. Discharge is termination for cause through the disciplinary process.
2. Non-Reappointment is termination at the end of the employee's current contract.

In instances of separation of regular full or part-time employees the Office of Human Resources provides the supervisor with information to guide him or her through exit or off boarding processes using the [Separation Clearance Procedures](#).