# Welcome to Supervising at UW–Madison

## Table of Contents

# What it means to be a great supervisor at UW

Supervisors have a responsibility to create and support a healthy, inclusive, and engaging work environment. This means an environment where employees are supported, valued and respected, feel connected to their work, and are able to fully contribute to the mission of the university.

Did you know that:

- 50% of US adults have left their job to get away from their supervisor (Gallup)
- Great supervisors create the right environment for employee engagement and only 29% of full-time state and local government employees are engaged at work (Gallup)
- Employees who are supervised by highly engaged supervisors are 59% more likely to be engaged (Gallup)
- Employees whose supervisors hold regular meetings with them are almost three times as likely to be engaged (Gallup)

# How to use this packet

This packet contains foundational information to help you be a successful supervisor at UW–Madison. There will be information with links to learn more. There are also tasks for you to complete to learn more about specifics in your unit.

Throughout this document the term supervisor will be used to refer to managing and supervising.

This document can be used by anyone who supervises any other employee. For specific information for supervisors of student employees, see the WiGROW website (https://hr.wisc.edu/wigrow).

# Icons

Icons will be used throughout the packet to help you quickly see the purpose.

**Learn More** — These sections include links to additional resources to learn more about the topic. The resources may include websites or training opportunities.

**Your Turn** — These sections include tasks for you to complete in order to better understand the topic as it relates specifically to your unit and work.

# Understand UW's History

In order to be successful at UW–Madison, it is important to understand the history of UW–Madison and the current structure of public universities in Wisconsin.

## History

UW–Madison traces its roots to a clause in the Wisconsin Constitution, which decreed that the state should have a prominent public university. In 1848, Wisconsin's first governor, Nelson Dewey, signed the act that formally created the university and the first class met in a Madison school building on February 5, 1849.

Today, UW–Madison is divided into 13 schools and colleges serving more than 44,000 undergraduate, graduate and continuing studies students.

### UW System at a Glance

- Total employees: Approximately 40,000
- Enrollment: More than 170,000

UW-SUPERIOR

UW-Barron County

UW-STOUT

UW-RIVER FALLS

UW-EAU CLAIRE

UW-Marathon County

UW-Marshfield/ Wood County

UW-STEVENS POINT

UW-Marinette

UW-GREEN BAY

UW-LA CROSSE

UW-Fox Valley

UW-OSHKOSH

UW-Manitowoc

UW-Fond du Lac

UW-Sheboygan

UW-Baraboo/ Sauk County

UW-Richland

UW-Washington County

UW-MADISON

UW-Waukesha

UW-MILWAUKEE

UW-WHITEWATER

UW-PLATTEVILLE

UW-Rock County

UW-PARKSIDE

**UW SYSTEM ADMINISTRATION**
- *Division of Business and Entrepreneurship (DBE)*
- *Continuing Education, Outreach and E-Learning (CEOEL)*
- *Wisconsin Humanities Council*
- *Wisconsin Institute for Public Policy and Service (WIPPS)*

**UW-MADISON**
- *Broadcasting and Media Innovation (BAMI)*
- *Cooperative Extension (COOP)*
- *UW Conference Centers*
- *Department of Labor Education*

## University of Wisconsin System

The University of Wisconsin System was created in 1971, combining the original land-grant university at Madison with 13 other institutions and the statewide extension. Today, UW System consists of 13 four-year universities, 13 two-year branch campuses affiliated with seven of the four-year institutions, and the statewide extension with offices in all 72 Wisconsin counties.

It is significant that of the approximately 40,000 employees within the UW system, 56% are UW–Madison employees.
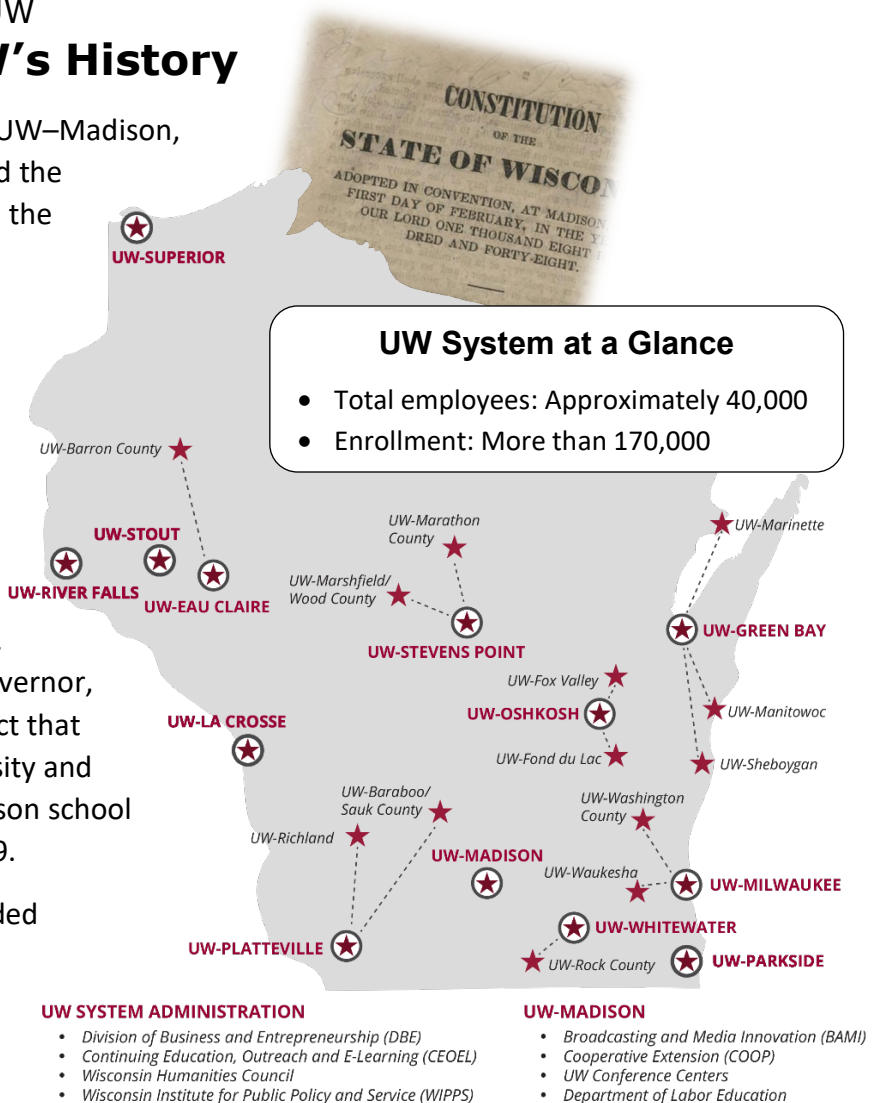
## Board of Regents

The University of Wisconsin System is governed by the Board of Regents which consists of 18 members, 16 of whom are appointed by the Governor of Wisconsin. The two ex officio members are the state superintendent of public instruction and the president or a designee, of the Wisconsin Technical College System Board. The Board of Regents appoints the president of the system and the chancellors of the 13 universities.

Learn More

- What is the UW System: https://www.wisconsin.edu/about-the-uw-system/
- UW–Madison Historical Timeline: https://www.wisc.edu/about/historical-timeline/

# Understand UW's Organizational Structure

By understanding how UW–Madison is structured, you will be able to navigate the organization, identify collaboration partners, and better understand how decisions are made.

## UW leadership roles

**Chancellor:** leads the entire university and serves at the pleasure of the Board of Regents.

**Provost and Vice Chancellor for Academic Affairs:** provides the guiding vision and framework for the overall academic leadership and administrative management of the university.

**Vice Chancellor for Finance and Administration:** serves as the university's chief financial officer. Responsible for overall supervision of a wide array of the university's administrative and auxiliary functions.

**Vice Chancellor for Student Affairs:** leads an office that provides student-related services that strengthen the student experience. Student Affairs includes the Division of Student Life, Wisconsin Union, University Recreation & Wellbeing, and University Health Services.

**Vice Chancellor for Research and Graduate Education:** charged with steering a $1 billion research enterprise. Leads the office that works to address the complex challenges of the university's broad research enterprise and support the needs of graduate education.

**Vice Chancellor for Legal Affairs:** oversees an office of attorneys that support the university's mission by providing professional, timely, and knowledgeable legal advice and representation on the wide range of complex and highly-specialized legal issues that affect institutions of higher education.

**Vice Chancellor for University Relations:** responsible for managing and coordinating university efforts related to federal, state, and local government relations, and community, corporate, campus and visitor relations.

# UW Board of Regents

# UW System President

# Chancellor

### Chief Strategy Officer and Chief of Staff

## Provost and Vice Chancellor for Academic Affairs

**Schools/Colleges**
- Agricultural and Life Sciences, College of
- Business, Wisconsin School of
- Continuing Studies, Division of
- Extension, Division of - Wisconsin Public Media
- Education, School of
- Engineering, College of
- Environmental Studies, Nelson Institute for
- Human Ecology, School of
- Law School
- Letters and Science, College of
- Medicine and Public Health, School of
- Nursing, School of
- Pharmacy, School of
- Veterinary Medicine, School of

- Academic Planning/Institutional Research
- Chazen Museum of Arts
- CIO/Division of Information Technology
- Division of Diversity, Equity, & Educational Achievement
- Division of the Arts
- Enrollment Management Division
- Faculty and Staff Programs
- General Library System
- Global Health Institute
- International Division
- Strategic Consulting, Office of
- Teaching and Learning

## Vice Chancellor for Finance and Administration

**Finance**
- Business Services
- Madison Budget Office
- Administrative Information Management Services (AIMS)
- Data Management & Analytics Services
- Facilities Planning & Management
- Human Resources
- University Housing
- University Police Department
- Conference Centers and Mail Services

## Vice Chancellor for Legal Affairs

**Office of Legal Affairs**

**Office of Compliance**
- Americans with Disabilities Act
- Equal Opportunity Complaint Investigation
- Health Insurance Portability and Accountability Act
- Public Records
- Title IX

## Vice Chancellor for Research and Graduate Education

**16 interdisciplinary Research Centers & Institutes**

**Research and Sponsored Programs**

**Research Policy and Compliance**
- Animal Program
- Human Subjects
- Select Agents
- Export Control
- Cyber Security
- Conflict of Interest

**Graduate School**

## Vice Chancellor for Student Affairs

- Associated Students of Madison
- Center for Leadership and Involvement
- Center for the First-Year Experience
- Dean of Students Office
- Gender and Sexuality Campus Center
- International Student Services
- McBurney Disability Resource Center
- Multicultural Student Center
- Parent and Family Program
- Recreational Sports
- Student Conduct and Community Standards, Office of
- University Health Services
- Veteran Services and Military Assistance Center
- Wisconsin Union

## Vice Chancellor for University Relations

**Strategic Partnerships**
- Business Engagement
- Community Relations
- Federal Relations
- State Relations
- Tribal Relations

**Marketing and Brand Strategy**
- Campus and Visitor Relations
- Creative Services
- Online Communications
- Trademark Licensing

**Communications**
- Internal Communications
- Issues Management
- Executive Communications
- News and Media Relations
- On Wi Magazine
- Research Communications
- Social Media
- Strategic Partnerships Communications
- Video and Photo

**Official Functions**

## Chief Diversity Officer and Deputy Vice Chancellor for Diversity and Inclusion

- Academic Coaching & Tutorial Services
- Affirmative Action Planning & Programs
- Center for Educational Opportunity
- Employee Disability Resources, Office of
- First Wave / Office of Multicultural Arts Initiatives
- Learning Communities for Institutional Change & Excellence
- McNair Scholars Program
- Mercile J. Lee Scholars Program
- PEOPLE program
- Posse Program

## Vice Chancellor for Medical Affairs and Dean, School of Medicine and Public Health

### Director of Athletics

## Affiliated Organizations

- Wisconsin Foundation & Alumni Association
- UW Medical Foundation
- University Hospital and Clinics
- Wisconsin Alumni Research Foundation
- University Research Park

## Governance

**Faculty**
- Faculty Senate
- University Committee
- Secretary of the Faculty

**Academic Staff**
- Academic Staff Assembly
- Academic Staff Executive Committee
- Secretary of the Academic Staff

**University Staff**
- University Staff Congress
- Central Committee
- Secretary of the University Staff

**Students**
- Associated Students of Madison

## Categories of employees

**University Staff:** an employee who is non-exempt from the overtime provisions of the federal Fair Labor Standards Act (FLSA) and therefore is eligible to receive overtime for all hours worked over forty hours in a week.

**Academic Staff:** an employee whose duties are exempt from the overtime provisions of the federal Fair Labor Standards Act (FLSA) and therefore are ineligible to receive overtime for all hours worked over forty hours in a week.

**Faculty:** a person who is a professor, associate professor, assistant professor, or instructor.

**Student Hourly:** a student who provides part-time and/or temporary administrative, clerical, laborer, technical, or other general support to UW–Madison faculty and staff.

**Student Assistant:** a graduate student who holds a fellowship, scholarship, or traineeship; who holds an appointment that is intended primarily to further the education and training of the student; who is employed to assist with research training or other academic programs or projects and/or has been assigned teaching responsibilities in an instructional department under the supervision of a faculty member.

**Employee-in-Training:** a person who is not a student and is appointed primarily to pursue advanced study or research, usually at the postdoctoral level.

**Limited Appointee:** an employee in a high-level administration position (e.g. dean, director) that serves at the discretion of their appointing authority.

There are some nuances to these different employee categories. If you have any questions, work directly with your HR office for guidance.

### Your Turn

1. Create an organization chart that connects your team to the larger structure.
2. What categories of employees do you supervise?


3. What do the categories mean for work hours/schedules?


4. What do the categories mean for pay and leave?


5. What do the categories mean for any other work rules in your unit?

## Shared decision making

Shared governance gives representation to academic staff, university staff, faculty, and students, who all take part in making significant decisions concerning the operation of the university. With its principles specifically noted in state statute and Board of Regents policy, shared governance is a unique and important aspect of UW–Madison.
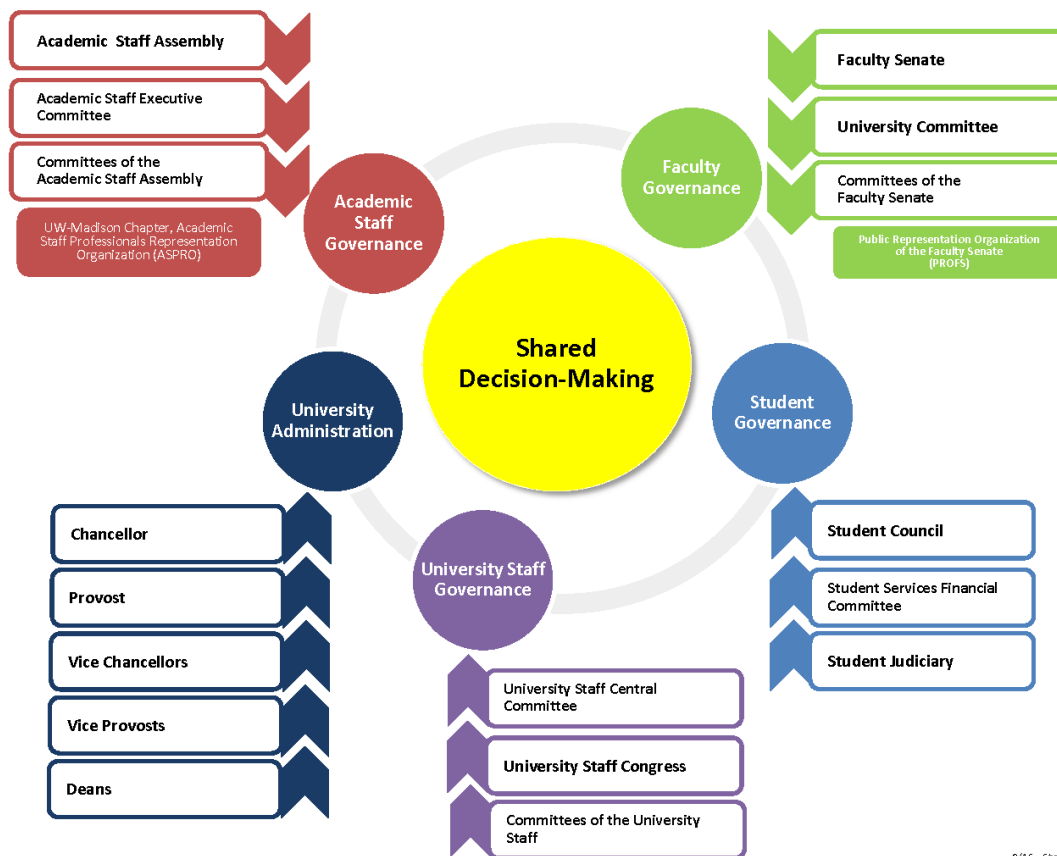
There are numerous opportunities to participate, either by serving on one of the shared governance bodies, on committees, or by offering input to representatives. Participating in shared governance is an opportunity for people across campus to come together to share ideas, make a difference and gain professional experience.

## Learn More

- Academic Staff: www.acstaff.wisc.edu
- University Staff: www.ous.wisc.edu
- Faculty: www.secfac.wisc.edu
- Students: www.asm.wisc.edu

### Shared Governance at UW-Madison



Academic Staff Assembly
Academic Staff Executive Committee
Committees of the Academic Staff Assembly
UW-Madison Chapter, Academic Staff Professionals Representation Organization (ASPRO)

Academic Staff Governance

Faculty Senate
University Committee
Committees of the Faculty Senate
Public Representation Organization of the Faculty Senate (PROFS)

Faculty Governance

Shared Decision-Making

University Administration

Student Governance

Chancellor
Provost
Vice Chancellors
Vice Provosts
Deans

University Staff Governance

Student Council
Student Services Financial Committee
Student Judiciary

University Staff Central Committee
University Staff Congress
Committees of the University Staff

*9/16 – Shared Governance Flow.pptx*

# Budget

Understanding how UW–Madison is funded will help you better operate within the university. Funding comes from a variety of sources and each source has its own rules for how the funds can be used. Some units are funded through grants, state revenue, or other sources. These differences can impact operations such as when and how employees can receive pay increases and purchasing decisions and methods.

UW–Madison receives revenue from five main sources: state and federal government investments, tuition, research grants, and contributions from friends of the university.

- The largest portion of the university's budget is from the federal government. Most of this is competitively awarded to UW–Madison for specific research projects and supports salaries for faculty, staff, and students, and funds research facilities.
- The rest of the budget (in descending order) comes from student tuition and fees, donors and private grants, revenues from state government, and revenues from auxiliary enterprises.

## 2018-2019 Budget Breakdown



GIFTS AND NONFEDERAL GRANTS 18%

Gifts 15%

Nonfederal Grants 3%

Tuition and Fees 20%

Federal Financial Aid 7%

State Revenue 14%

FEDERAL REVENUE 29%

State Labs 1%

Federal Grants 22%

Auxiliaries 13%

Other Operating Receipts 5%

## Learn More

- https://budget.wisc.edu/
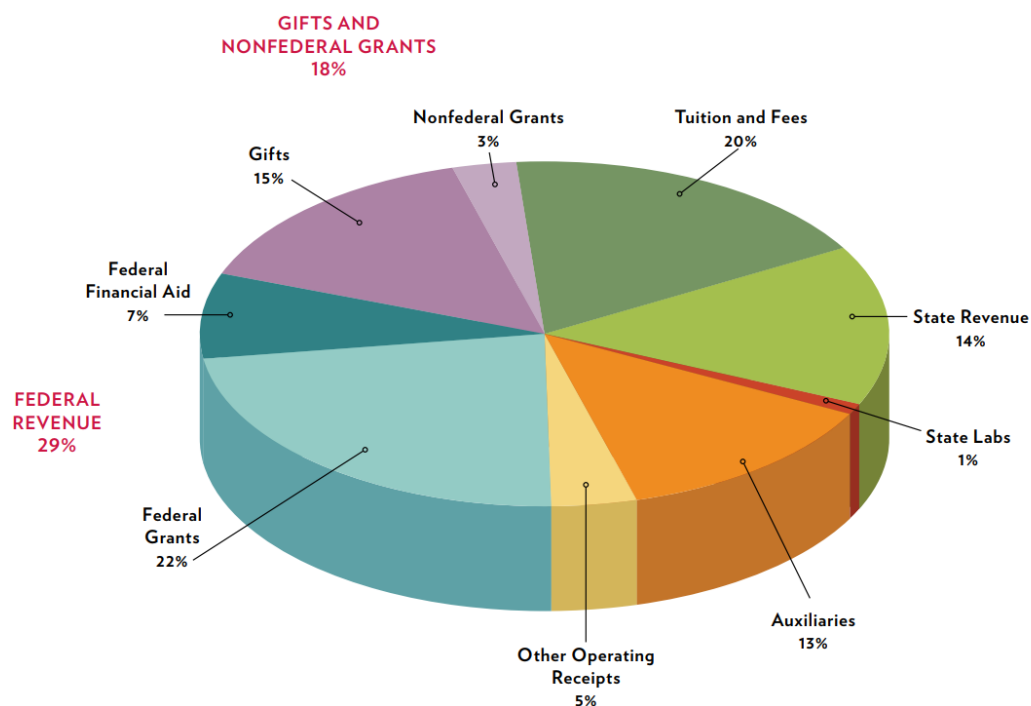
## Your Turn

1. Where do the funds come from to operate your unit?


2. How do these funding sources impact the work and decisions for your unit?

# Understand UW's Strategy and How Your Team Contributes

Learning about the strategy and vision of UW–Madison, and your unit, increases your understanding of why the work you do matters. Eventually, connecting your team's work to an overall strategy will position your team to make crucial contributions.

## UW–Madison strategic framework

The strategic framework is designed to chart a course that will not only protect UW's legacy of research, teaching, and public service, but also will encourage new ideas from all corners of the campus and transform our state, nation, and world.

## Learn More

- https://chancellor.wisc.edu/strategicplan2/

## Our vision

UW–Madison will be a model public university in the 21st century, serving as a resource to the public, and working to enhance the quality of life in the state, the nation, and the world.

The university will remain a preeminent center for discovery, learning, and engagement by opening new forms of access to citizens from every background; creating a welcoming, empowered, and inclusive community; and preparing current and future generations to live satisfying, useful, and ethical lives. In partnership with the state and with colleagues around the world, the university's faculty, staff, and students will identify and address many of the state's and the world's most urgent and complex problems.
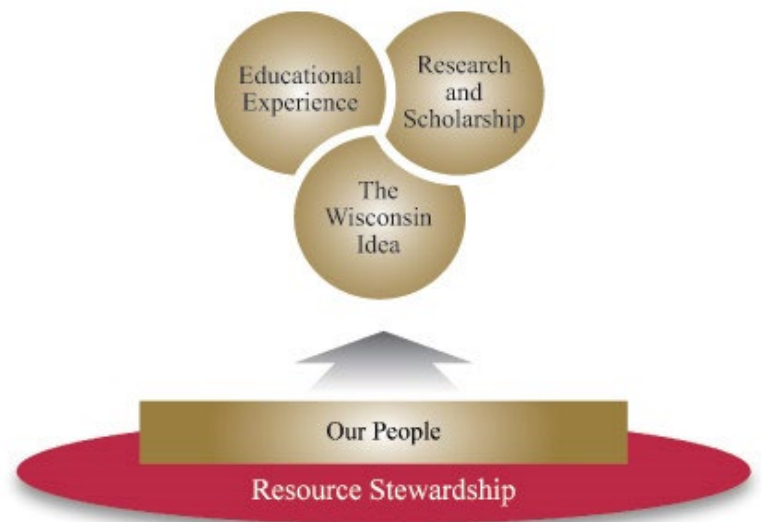
## Your Turn

1. What is your department's/division's strategic plan?

2. How does that plan fit with the UW's strategic framework and vision?

3. What are your team's annual goals and how do they fit within the strategic plans? If your team does not have annual goals set, consider doing this after you have a good understanding of how the team operates.

# Create an Environment Where Employees Want to Come to Work

Your greatest responsibility as a supervisor is to support an environment where your employees are excited to come to work and where they can be successful in their roles. Below are some key ways that you can support a healthy, inclusive, and engaging work environment for your employees.

## Inspire and lead by example

Great supervisors inspire their employees to do their best work. Inspiration comes from supervisors creating a compelling vision employees are excited about and also from the example set by the supervisor.

Learn More

- Fully Prepared to Lead: Personal Brand and Leadership Awareness: https://hr.wisc.edu/professional-development/personal-brand-and-leadership-awareness/
- Leadership Framework: https://leadership.wisc.edu/

## Create an inclusive work environment

Inclusion refers to a sense of belonging, feeling respected, valued, and seen for who you are and valued as a contributing member of the team, work group, or organization. An inclusive culture is one in which barriers to contribution and negative biases are eliminated, and people are respected and able to give their personal best.

Supervisors can do a number of things to create an inclusive work environment:

- Set the tone for the behavior you expect in the workplace
- Set clear workplace expectations around inclusive behavior
- Model the behavior you expect to see of others
- Address, as soon as possible, behavior that does not support the expectations you set

**UW-Madison Institutional Statement on Diversity**

Diversity is a source of strength, creativity, and innovation for UW-Madison. We value the contributions of each person and respect the profound ways their identity, culture, background, experience, status, abilities, and opinion enrich the university community. We commit ourselves to the pursuit of excellence in teaching, research, outreach, and diversity as inextricably linked goals. The University of Wisconsin-Madison fulfills its public mission by creating a welcoming and inclusive community for people from every background - people who as students, faculty, and staff serve Wisconsin and the world.

## Learn More

- Hostile and Intimidating Behavior Prevention workshop: https://hr.wisc.edu/hib/training/
- Hostile and Intimidating Behavior Policy website: https://hr.wisc.edu/hib/
- Principles of Supervision and Management training program: https://hr.wisc.edu/professional-development/programs/principles-of-supervision-and-management/
- Creating a Healthy, Inclusive, and Engaging Work Environment at the University of Wisconsin-Madison online module: https://www.talent.wisc.edu/Catalog/Default.aspx?CK=58395
- Thrive@UW–Madison: Creating Inclusive Environments workshop: https://hr.wisc.edu/professional-development/programs/thrive-at-uw/creating-an-inclusive-work-environment/
- Senior Special Assistant - Workforce Equity, Diversity Education and Outreach (Consultation and professional development focusing on development and implementation of workplace equity and diversity strategies): https://diversity.wisc.edu/about/staff/
- Diversity Policy and Planning Analyst (AA/EEO Compliance and Workforce Data, Federal Affirmative Action Plan): https://diversity.wisc.edu/about/staff/
- Title IX Office (support for reporting and addressing sexual harassment): https://compliance.wisc.edu/titleix/
- Discrimination Complaints (reporting for any discrimination complaints): https://compliance.wisc.edu/eo-complaint/

## Support your own and your employees' well-being

Supervisors are uniquely positioned to model, promote, and support a culture of well-being. UW–Madison provides resources that can help you and your staff create and sustain a safe and healthy workplace. When employees' well-being is cared for, they are able to contribute more effectively to work.

There are a number of practices a supervisor can do to support well-being:

- Model healthy behaviors
- Establish well-being traditions
- Encourage employees to engage in well-being activities
- Ask employees how you can support their well-being

Learn More

- Supervisor well-being website: https://hr.wisc.edu/well-being/managers-and-supervisors/
- Employee well-being website: https://hr.wisc.edu/well-being/

## Support employee career and professional development

Career development is the process of identifying and aligning skills, strengths, and goals with organizational needs and individual well-being. Supervisors support employee career development by conducting formal and informal career conversations and helping employees set career and development goals that align with organizational goals. Supervisors can also recommend resources and training opportunities and provide ongoing coaching to employees.

Learn More

- Develop Your Career website: https://hr.wisc.edu/professional-development/develop-your-career/
- Fully Prepared to Lead: Coaching and Developing Others workshop: https://hr.wisc.edu/professional-development/programs/fully-prepared-to-lead/coaching-and-developing-others/
- Adult Career and Special Student Services: https://acsss.wisc.edu/career-and-educational-planning/

## Support student employees: WiGROW

WiGROW supports supervisors of student employees in their unique role as mentors and teachers of students - empowering and equipping supervisors to have conversations with student employees about transferable skills. Supervisors can use WiGROW resources to help their student employees reflect on work and can attend trainings tailored to supervisors of students.

Learn More

- https://hr.wisc.edu/wigrow

## Recognize your employees' contributions

There are many ways to recognize your employees for their hard work and contributions to your department's mission. While pay is important, it is not the only tool at your disposal. Thank your staff on a regular basis, individually or in groups. Studies show that being specific about praise is much more effective; deliver a message quickly and point out the reason for the recognition. Another great way to recognize staff is through the awards programs of shared governance and other sources on campus. Watch for these opportunities and submit information for your star performers. Lastly, some rewards are more intrinsic in nature: allowing more autonomy, for example, or including staff in decision making processes will show their value to the organization.

## Get to know your employees

Building a relationship with each of your employees will help you be an effective supervisor. Know what is important to them, how they like to work, what they expect from their job, and anything else they are willing to share. This will help you to understand each individual employee's needs and be able to adapt to meet their needs when possible. You can also engage with your team beyond the work through team activities like volunteering together or themed office days to get to know them beyond their scope of responsibility.

Learn More

- Thrive@UW–Madison: Building Trusting Work Relationships workshop: https://hr.wisc.edu/professional-development/programs/thrive-at-uw/building-trusting-work-relationships/
- Building Inclusion@UW–Madison: Working Better Together: Building Inclusion with *Everything DiSC Workplace* workshop: https://hr.wisc.edu/professional-development/programs/inclusion-at-uw/working-better-together-everything-disc-workplace/

## Ask for and listen to feedback

One of the best ways to improve individual practices, team practices, and the work environment is to continually ask for input and feedback from others, including those you supervise. Feedback can be related to work the team does, new projects, how to address challenges, and even your skills as a supervisor. When you model this behavior, it creates a culture where giving feedback is normal and appreciated. It will increase the likelihood that employees will let you know of an issue in advance before it becomes a greater problem. A key aspect to receiving feedback is to also follow-up with employees about their feedback by letting them know how it is being used and reasons why some of the feedback/input isn't being used.

### Learn More

- Fully Prepared to Lead: Giving and Receiving Constructive Feedback workshop: https://hr.wisc.edu/professional-development/programs/fully-prepared-to-lead/giving-and-receiving-constructive-feedback/
- Thrive@UW–Madison: Active Listening to Support Effective Communication workshop: https://hr.wisc.edu/professional-development/programs/thrive-at-uw/active-listening-to-support-effective-communication/

## Be available to those you supervise

Letting your employees know you are available to provide support and assistance is a crucial aspect of being a supervisor. An important practice is conducting regular check-in meetings with each of your employees. Vary the location and consider walking meetings (see page 38). You should be available to meet with your employees during times outside of your regular check-in meetings in order to address challenges, share successes, and answer questions. You can also consider creating a few open blocks in your schedule for employees to connect with you each week.

### Learn More

- The Ultimate Guide to 1:1 Meetings: https://assets.saba.com/uploads/resources/ebooks-and-guides/the-ultimate-guide-to-11-meetings-for-managers-and-employees/1-1-meetings-guide-ebook.pdf?_ga=2.174060452.625870011.1537803332-808228831.1537803332

## Be transparent in decision making

Making decisions is a regular part of being a supervisor. When making decisions that impact the team, be clear with your employees about how and why decisions are being made. There are a variety of ways decisions can be made and not every decision has to be made through a team consensus. It is important to communicate with the team about the process that will be used and who will be making the final decision.

### Learn More

- Fully Prepared to Lead: Understanding and Influencing Team Dynamics for Peak Performance workshop:  https://hr.wisc.edu/professional-development/programs/fully-prepared-to-lead/understanding-and-influencing-team-dynamics-for-peak-performance/

## Acknowledge and resolve conflict

Conflict is a disagreement through which the parties involved perceive a threat to their needs, interests or concerns. Remember, conflict is a normal part of a work environment and can be productive as long as it is managed appropriately. When working to resolve conflict, it is important to use active listening strategies, seek to understand the different perspectives, and be fair. Support is available to resolve conflict as needed, through your HR department, your supervisor, Employee Assistance Office, or OMBUDS (see page 36).

### Learn More

- Principles of Supervision and Management training program: https://hr.wisc.edu/professional-development/programs/principles-of-supervision-and-management/
- Conflict Resolution website: https://www.talent.wisc.edu/home/Hide-A-Tab/FullyPreparedtoManage/ConflictResolution/tabid/297/Default.aspx
- Fully Prepared to Lead: Modes of Conflict Management workshop: https://hr.wisc.edu/professional-development/programs/fully-prepared-to-lead/modes-of-conflict-management/
- OHR Introduction to Conflict Management online module: https://www.talent.wisc.edu/Catalog/Default.aspx?CK=61520

Your Turn:

1. What is one practice from this section that you want to further develop?

2. What learning opportunities are available for you (formal and informal)?

3. Who is available to support you?

4. What steps will you take?

# Manage Employee Performance

Effective performance management is essential to organizational success. Through both formal and informal processes, you support your employees and help them align with resources and systems. The formal performance management procedures are guided by policy, but the informal conversations will strengthen your relationship with each individual employee and contribute to overall team success and engagement.

## Engage in frequent informal conversations about performance

These informal conversations can be part of your regular check-ins or done at other times. During these conversations you are to provide coaching, support, and feedback to employees about their work, developmental needs, and accomplishments. These informal interactions pave the way for formal, documented performance reviews.

## Communicate expectations and collaborate on goals

When a new employee begins work with your team, and ongoing after that, your role is to communicate behavior and performance expectations. Aligning expectations and ensuring understanding is key to strengthening individual engagement and team success. You will also work with your employees to set annual goals and provide support to help them achieve their goals.

## Address performance challenges

As a supervisor, you need to be prepared to address performance challenges. Making performance conversations a regular part of your interaction with employees will allow you to identify potential performance problems and respond efficiently. To address challenges, you should consult with your department or division human resources personnel to discuss formal and informal ways to support the employee in order to improve performance.

## Understand the performance management policy

Formal performance management processes are guided by policy. Having a general understanding of the policy will assist you in preparing for the required steps and documentation. In general, the policy requires a:

- Documented conversation regarding expectations and goals with each new employee within 30 days of their start
- Documented mid-point conversation with each employee – conducted half-way through the performance period – that includes feedback and indicates whether the employee is meeting expectations
- Documented annual summary conversation with each employee that includes discussion of goals, accomplishments and development needs, and indicates whether the employee is meeting expectations

Some units on campus use PMDP (Performance Management and Development Program), an electronic documentation tool available for campus to record and track performance activities.

### Learn More

- Principles of Supervision and Management training program: https://hr.wisc.edu/professional-development/programs/principles-of-supervision-and-management/
- Performance Management policy: https://kb.wisc.edu/ohr/policies/page.php?id=49583
- Performance Management toolkit: https://hr.wisc.edu/hr-professionals/performance-management/
- Performance Management and Development Program (PMDP): https://hr.wisc.edu/hr-professionals/systems/pmd/

### Your Turn:

1. What tool does your unit use to document and track performance activities?


2. What is the timeline and process for completing performance management activities in your unit?
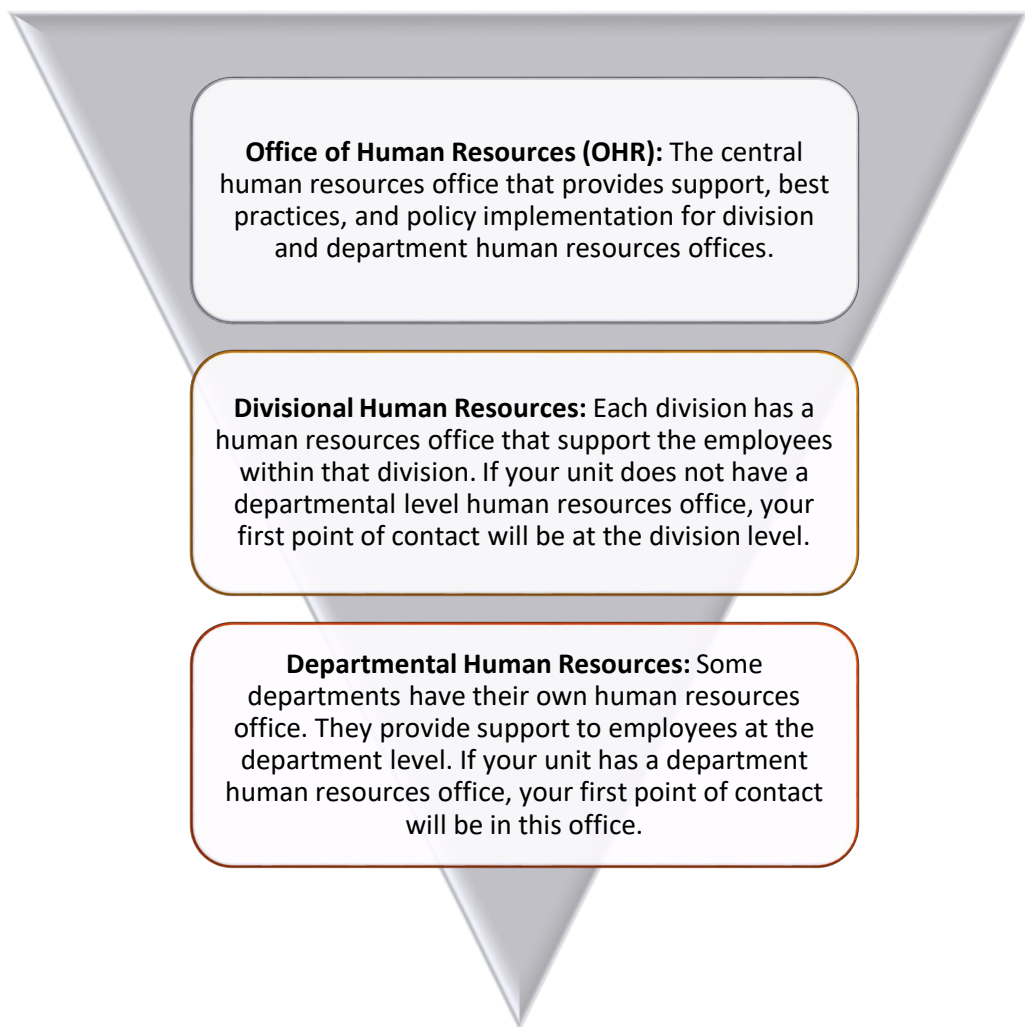
# Partner with Human Resources

Part of your job as a supervisor is to serve as a resource and point-of-contact for your employees. This involves some administrative aspects (e.g. recruiting and hiring, payroll, interpretation of university policies and procedures, etc.), and these aspects are of equal importance to your other job duties. You will often be partnering with your human resources (HR) office to accomplish this work.

## Human resources structure

It is important that you understand how the human resources offices are structured at UW–Madison so you can provide the appropriate support for your employees, and successfully navigate the administrative responsibilities of supervising employees.

**Office of Human Resources (OHR):** The central human resources office that provides support, best practices, and policy implementation for division and department human resources offices.

**Divisional Human Resources:** Each division has a human resources office that support the employees within that division. If your unit does not have a departmental level human resources office, your first point of contact will be at the division level.

**Departmental Human Resources:** Some departments have their own human resources office. They provide support to employees at the department level. If your unit has a department human resources office, your first point of contact will be in this office.

## Explore the UW human resources website

In your supervisory role it will be helpful to have a general understanding of HR practices, procedures, and policies. You should familiarize yourself with the UW–Madison HR website and where to find relevant polices and forms. This knowledge not only benefits you as a supervisor, but also allows you to be a resource for your employees.

### Learn More

- UW HR website: https://www.hr.wisc.edu
- HR policies: https://kb.wisc.edu/ohr/policies/

## Manage payroll and time reporting

As a supervisor, you are responsible for approving time for your employees. Each employee category (university staff, academic staff, and student employees) reports time differently. It is important you do this task within the timeframe given to you by your HR office so employees are paid correctly and on time.

You are also responsible for providing some workplace flexibilities to your employees. You should always consult with your HR office before offering workplace flexibility to an employee. Some flexibility considerations are:

- Time to attend professional development opportunities
- Time to attend campus-related events
- Time allotted for personal well-being
- Alternative work schedules
- Telecommuting
- Leaves of absence/career breaks
- Job sharing/job splitting

### Learn More

- Manager Self-Service (managing employee time) training video: https://uwservice.wisconsin.edu/docs/pd/mss-dashboard/index.html
- Supervisor Self-Service knowledgebase: https://kb.wisc.edu/page.php?id=81452
- Time and absence help page: https://uwservice.wisconsin.edu/help/time-absence/

Your Turn:

1. How do you need to track your and your employees' time?

## Manage employee extended leave and accommodations

Sometimes an employee will need a modification to their job because of a disability or will need to take a specific type of leave. An employee can request a disability accommodation and/or request leave related to a serious health condition, birth of a child, or military-related leave, among others. Your responsibility as a supervisor is to recognize when an employee may have a need like this and connect that employee to the Divisional Disability Representative (DDR) in your HR office.

Learn More

- Disability accommodation website: https://employeedisabilities.wisc.edu/
- Divisional Disability Representatives (DDR) website: https://employeedisabilities.wisc.edu/divisional-disability-representatives-ddr/
- Family and Medical Leave Act (FMLA): https://hr.wisc.edu/docs/fmla-information-guide.pdf

## Compensate employees based on performance

Compensating employees for the work they contribute helps employees feel like they are valued members of the organization. UW–Madison strives to acknowledge exemplary, sustained performance through compensation programs. Supervisors should always consult with their HR office when determining compensation options.

Your Turn:

1. How do you request a title change (promotion) or pay increase?


2. How does your funding structure impact pay increases?

## Hire a new employee

When you need to hire a new employee, you will complete the recruitment process to fill the vacant position. When you have a vacancy, work directly with your HR office to navigate this process.

Prepare to meet with HR by considering the following:
- For a replacement position, review the current position description and determine if any responsibilities need to be adjusted
- For a new position, prepare to describe the responsibilities of the position
- Consider your availability to onboard a new employee and set a realistic timeline

## Learn More

- Recruitment Toolkit: https://hr.wisc.edu/hr-professionals/recruitment/
- Principles of Supervision and Management Training Program: https://hr.wisc.edu/professional-development/programs/principles-of-supervision-and-management/

## Your Turn:

1. How are recruitments completed in your unit?


2. What is your role as a supervisor in the recruiting process?


3. Who determines job title and starting pay in your department/unit?

## Onboard new employees

You play a tremendously important part in supporting new hires as they transition into their roles on your team. A positive onboarding experience for new employees strengthens their commitment to the university and reinforces the new employee's choice to work with you. Consult with your HR office to learn more about your unit's onboarding program and your specific role. Also, be mindful of the following tips to contribute to a positive onboarding experience.

- Prepare for your new employee by planning time in your schedule and working with your unit's onboarding coordinator to understand your responsibilities.
- Welcome your new employee and make yourself available for questions and guidance.
- Check-in frequently to provide support and connections.

## Learn More

- Onboarding Toolkit: https://hr.wisc.edu/hr-professionals/onboarding/
- Principles of Supervision and Management training program: https://hr.wisc.edu/professional-development/programs/principles-of-supervision-and-management/

## Your Turn:

1. Who is your onboarding coordinator?


2. What are your responsibilities in your unit's onboarding program?


## Take corrective action

If you have an employee struggling to meet performance and/or behavior expectations in the workplace, consult with your local or divisional HR office. HR can provide you with support and both informal and formal resources to address employee performance and/or behavior issues. Don't ignore the problems-consult with HR early and often when you have an employee who is struggling.

## Your Turn

1. Fill in the chart below to identify who your contacts are within your department or division/school/college for each need.

| Contact Type | Primary (typically department) | Back-up (department or division) |
|---|---|---|
| Payroll | | |
| Benefits | | |
| Recruitment | | |
| Onboarding | | |
| Employee Relations | | |
| DDR (for FMLA & ADA) | | |
| | | |
| | | |

You may also want to know other partners in your unit. Fill in the chart below to learn these contacts.

| Contact Type | Primary (typically department) | Back-up (department or division) |
|---|---|---|
| Purchasing | | |
| Parking Coordinator | | |
| Information Technology | | |
| Building manager/ building access | | |
| Other (who are other important support people you should know?) | | |
| | | |

Great Supervisors at UW
# Stay Connected and Develop Themselves

Continual professional development comes in many forms. It can be through attending formal workshops, reading, or connecting with others on campus. A great supervisor is one who is continually developing themselves and staying connected to campus.

## Explore learning opportunities

- **Learning and Talent Development:** Within the Office of Human Resources, Learning and Talent Development offers many free learning opportunities for supervisors and all UW–Madison employees. Its offerings include workshops, online resources, and conferences.
- **Division of Continuing Studies:** Offers a wide range of leadership and management noncredit training programs for adult learners. These programs are available at a discounted rate to UW–Madison employees and are offered on- and off-campus.
- **LinkedIn Learning:** A full library of free self-study tutorials available anytime, anywhere. Topics include office productivity, graphic design tools, programming, web production codes, leadership skills, presentation skills and much more.

## Learn More

- Learning and Talent Development: https://hr.wisc.edu/professional-development/
- Division of Continuing Studies: http://www.continuingstudies.wisc.edu/leadership
- LinkedIn Learning: www.linkedin.com/learning

## Your Turn

Create your own training/learning plan using the chart on the following pages.

1. Discuss with your supervisor and HR staff the training you should complete during your onboarding process, and add them to the chart. The chart already shows a mix of required and suggested learning opportunities for supervisors that are on the courses webpage (https://hr.wisc.edu/professional-development/courses/).
2. Find out what other learning opportunities are available to you to include in your chart.
   a. What learning opportunities are offered in your unit?
   b. What learning opportunities do others in your unit recommend?

| Priority | Offering | In-Person | Online | Completion Date |
|---|---|---|---|---|
| | **0-3 Months** | | | |
| | Preventing Sexual Harassment and Sexual Violence | | X | |
| | Principles of Supervision and Management | X | | |
| | New Employee Orientation | X | | |
| | Creating a Healthy, Inclusive, and Engaging Work Environment | | X | |
| | Hostile and Intimidating Behavior Prevention Training | X | | |
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| | **3-6 Months** | | | |
| | Emotional Intelligence @ Work | X | | |
| | Thrive@UW–Madison: Building and Managing Work Relationships | X | | |
| | Fully Prepared to Lead: Effective Emails – Fundamentals in Business Writing | X | | |
| | | | | |
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| Priority | Offering | In-Person | Online | Completion Date |
|---|---|---|---|---|
| | **6-9 Months** | | | |
| | Thrive@UW–Madison: Thriving in a Time of Change | X | | |
| | Fully Prepared to Lead: Coaching and Developing Others | X | | |
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| | **9-12 Months** | | | |
| | Introduction to Plain Language | X | | |
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Downloadable
Training Table.docx

## Connect with others

To be effective, it is highly recommended that you build a strong network on campus. There are many benefits of doing this—to learn about the diverse and different units of the university, to hear others' perspectives, and to gain knowledge of the workings of our campus—to name a few.

Learn More 20 Tips for Building an Effective Network: https://d3ke6ansn49eod.cloudfront.net/wp-content/uploads/sites/47/2018/03/20-Tips-for-Building-an-Effective-Network.pdf

- **Campus Supervisors Network (CSN):** The CSN strives to support supervisors in a welcome and safe environment, where ideas can be shared and connections can be made with other people at the university. CSN offers training, book clubs, and informal networking opportunities for supervisors.
- **Communities of Practice (CoP):** One way to network with others like yourself is to get involved in a community of practice. Many exist on campus, focusing on everything from HR needs to leadership to web design.
- **Shared Governance:** Participating in shared governance is an opportunity for people across campus to come together to share ideas, make a difference, and gain professional experience.
- **Committees:** There are many committees that meet for a host of reasons at the UW. Some committees are at the university level while other committees are within each unit. Explore with your supervisor and colleagues what opportunities are available.
- **Social Events:** While we are here to work, there are also opportunities for social gatherings and events on the UW–Madison campus. Taking part in these events can help you build your network and feel more connected to UW as a whole.
- **Manager and Supervisor Listserv:** An email list that receives a monthly newsletter from Learning and Talent Development within the Office of Human Resources. This monthly email contains information about HR and university updates, professional development opportunities, and current events related to staff that you should be aware of as a supervisor. To sign up to receive this newsletter, send an email to join-managersandsupervisors@lists.wisc.edu.

## Learn More

- Campus Supervisors Network: campussupervisorsnetwork.wisc.edu/
- Communities of Practice: https://hr.wisc.edu/professional-development/communities/
- Shared Governance: http://www.wisc.edu/governance/
- Events Calendar: https://today.wisc.edu/

Your Turn:

1. What are some committees in your unit and which ones you might be interested in joining?

2. What social events are going on in your unit and at UW in which you can participate?

3. Discuss with your supervisor other listservs you may want to join.

Great Supervisors at UW
# Utilize the Available Resources

There are many useful resources for supervisors and employees. Great supervisors know what is available and utilize as needed. Below are lists of some campus-wide resources that fit into categories that support employee well-being.

## Resilience: Taking care of your mind

- **Employee Assistance Office (EAO):** The Employee Assistance Office provides timely assistance to employees and their family members or significant others as they work through life changes, physical or emotional health issues, and work or personal life concerns. Leaders can access unlimited management consultation on a variety of topics: morale, grief/loss, change, conflict, self-care, etc. This confidential service is provided **free of charge.** EAO provides problem consultation/assessment, information about campus and community resources, educational programs, and how to refer and help an employee access services. EAO also partners with LifeMatters to provide statewide access to employee assistance services and anytime telephone access to an employee assistance professional.
- **SliverCloud:** Offers online modules to help address mild to moderate: depression, anxiety, stress, and body image concerns. No cost, available 24/7. Students, faculty, and staff with a NetID can access.
- **Ombuds Office**: A safe place where UW–Madison employees can seek guidance regarding workplace concerns at any time, without fear of reprisal, and at no cost to them. Ombuds provide faculty and staff with a confidential place to collaboratively explore complaints, clarify issues, and consider options and resources to address their concerns. Ombuds are impartial and non-aligned, working to promote fairness in the workplace.

## Learn More

- Employee Assistance Office: https://hr.wisc.edu/employee-assistance-office/
- LifeMatters: www.mylifematters.com
    - Password: Bucky1; Password for Supervisors: Bucky2
- SliverCloud: https://uhs.wisc.edu/silvercloud
- Ombuds: https://ombuds.wisc.edu/

## Safety: Taking care of feeling secure

- **Environment, Health, & Safety (EH&S):** The mission of EH&S is to ensure the health and safety of people, buildings, and the natural environment at UW–Madison and associated facilities. Its services include training, lab inspections and outreach, disposal services, emergency reporting procedures, and more.
- **University Health Services (UHS) Environmental & Occupational Health:** Environmental and Occupational Health assures campus spaces are safe and healthy for those who learn, live, work, and visit campus.
- **UW–Madison Police Department (UWPD):** UWPD partners with the campus and area communities to provide leadership in solving community problems, preventing crime, and providing a safe environment to fulfill the mission of the university.
- **GradReady:** Free online financial wellness program that allows users to learn about money management and real-world finance through module-based learning that includes videos, quizzes, and personalized budgeting exercises.

Learn More

- Environment, Health, & Safety: https://ehs.wisc.edu/
- Environmental & Occupational Health: https://www.uhs.wisc.edu/eoh/
- UW–Madison Police Department: https://uwpd.wisc.edu/
- WiscAlerts: https://uwpd.wisc.edu/services/wiscalerts/
- Emergency Preparedness: http://uwpd.wisc.edu/about-uwpd/emergency-management/
- Active Shooter Training: https://uwpd.wisc.edu/staying-safe/active-shooter/
- Badger Watch: https://uwpd.wisc.edu/staying-safe/badger-watch/
- GradReady: https://gradready.com/gradready/sponsor/wisc

## Health: Taking care of your body

- **UWell:** A campus-wide effort committed to benefiting and promoting wellness on campus. Well-being is a life-long journey that encompasses the individual and group to which they belong.
- **University Recreation & Wellbeing:** Offers exercise programs, workout facilities (membership required), and will even come to your office to lead Workplace Workouts.
- **Outdoor UW: C**onducts outdoor activities and classes, and offers equipment rentals at the Memorial Union (membership may be required).

- **Walking Maps:** Walking is an ideal way to get around campus. With many miles of sidewalks and pedestrian paths, pedestrians have many safe and scenic routes to choose from.

## Learn More

- UWell: https://uwell.wisc.edu/
- University Recreation & Wellbeing: https://recwell.wisc.edu
- Outdoor UW: https://union.wisc.edu/events-and-activities/outdoor-uw/
- Physical Health Well-being: https://hr.wisc.edu/well-being/physical-health/
- Transportation Services: https://transportation.wisc.edu/walking/

## Connection: Taking care of your relationships and society

- **Child Care and Family Resources:** The Office of Child Care and Family Resources offers child care services, financial assistance and parent resources to UW–Madison employees.
- **Workplace Wellness Community of Practice:** Join the Workplace Well-Being Community of Practice (CoP) to learn, share ideas, gather new resources, and connect with others who share a common interest in promoting healthy, inclusive, and engaging environments within their campus units.
- **Badger Wellness Champions:** The Badger Well-Being Champion Network is designed to support and improve a healthy, inclusive, and engaging work environment among UW–Madison faculty and staff by:
  - Increasing the number of departments at UW–Madison that are supporting employee health and well-being; and
  - Recognizing and honoring both individual and departmental efforts to create healthy workplaces

## Learn More

- Office of Child Care and Family Resources: https://occfr.wisc.edu/
- Workplace Wellness CoP: https://hr.wisc.edu/well-being/community-of-practice/
- Badger Wellness Champions: https://hr.wisc.edu/well-being/champions/