



Chair Development Training: Managing Effectively at Pace October 2020

Program Overview: What will you be learning about today?

- ✓ Pace University's Strategic Plan
- ✓ Roles and responsibilities of a Pace supervisor
- ✓ Performance Management and Development Process (PMDP)
- ✓ Pace University's core competencies
- ✓ Disciplinary procedures
- ✓ Pace University's Employee Handbook
- ✓ New employee obligations at Pace



Pace University's Strategic Plan

Department Chairs are responsible for communicating the Strategic Plan to direct reports and ensuring that departmental goals support Strategic Plan goals.

Representatives of Pace University

- Must exhibit respect, cooperation, teamwork, professionalism.
- Model professional leadership behavior for students, faculty, and staff.
- Pace's reputation may be directly affected by the action of a Department Chair.



Ensure Compliance of Direct Reports with University Procedures and Policies

If you are concerned an employee is not in compliance:

- Talk with the employee to ensure understanding
- Report any violations
- Gray areas – seek advice from Employee and Labor Relations



Reporting Breaches of Conduct

- Supervisor
- Employee Relations/Human Resources
- Affirmative Action Officer
- Safety & Security
- Internal Audit
- University Counsel
- Toll-free number: 1-800-821-2456



Ensure a Safe and Secure Work Environment

- Enforce University safety policies
- Download PaceSafe App on Google F
- Attend Emergency Preparedness Training offered by the Emergency Management Department
- Report all incidents to Safety and Security
- Become familiar with current COVID-19 related safety guidelines and resources
- Ensure compliance with federal, state and local safety regulations
- Do not allow inspections by Regulatory Agency Representatives without permission from the Pace Security



Foster an Environment That Values Diversity

- Chief Diversity Officer/Associate VP of Institutional Equity: Tiffany Hamilton, 212-346-1879
- Executive Director of Institutional Equity/Title IX Coordinator: Lisa Miles, 212-346-1310
- Become familiar with the University's Discrimination, Non-Sex Based Harassment and Retaliation Policy



Ensure Quality of Work Life

- Communicate clear objectives
- Know the communication and work styles of your direct reports
- Encourage open civil discussion
- Give immediate and constructive feedback
- Share information in a timely manner
- Encourage work/life balance
- Flexible Work Arrangement policy

Best Practices for Working Remotely & Managing a Remote Team

- Lead Differently
- Set Clear Goals
- Trust your staff
- Create and Implement a solid communication strategy
- Make time to gather and engage as a team



Performance Management and Development Process (PMDP)

- Performance Planning and Setting Expectations
 - Goal Setting
 - Professional Development Plans (PDPs)
- Performance Tracking and Feedback
 - Ongoing communication
 - Informally – bi-weekly
 - Recommended mid-year check in
 - Formal interim reviews
- Performance Review
 - Objective feedback on employee performance



Competencies

- Key component of PMDP process
- Identify and define specific knowledge, skills, and behaviors considered important for success at Pace
- Evaluated in context of specific positions
- Three competency categories in the PMDP:
 - Core
 - Management
 - Leadership

Employee Relations' Role in PMDP

- ER reaches out to supervisors who have indicated that their employees have a performance issue at mid-year.
- ER engages with all supervisors who have employees with a PMDP rating of “Did Not Meet Expectations” or “Partially Met Expectations” to ensure performance issues are addressed.
- ER follows-up with all employees who have disagreed with their PMDP rating.

Adjunct Evaluations and Observations

- Notification: Each School/College must send a communication to their adjunct faculty explaining the evaluation process and the evaluation tool(s) that will be used.
- Newly hired adjuncts, must receive a minimum of two (2) in-class peer observations within their first four (4) semesters of teaching. Retirees teaching in the same department from which they retired, are not required to be observed.
- Adjunct faculty/PTSI must be provided with a copy of their evaluation by August 15th.
- Decimal points **must be used** where applicable.

Non-Reappointment

- Please contact an Employee Relations Representative if you are experiencing performance issues with an adjunct.
- Notification of Non-Reappointment or Non-Reassignment must be given in writing as soon as possible after the decision is made. Contact Employee Relations for language that complies with the CBA contract.
- Adjunct Faculty with a certain length of service may have the right to meet with their Department Chair to discuss the decision.
- If they choose to appeal a decision they may request to meet with the Dean of the School, to discuss the decision.
- Additional considerations may apply.

Coaching

Coaching - to enhance performance, encourage appropriate behaviors, provide support during a temporary situation.



Counseling

To redirect performance, correct a problem, deal with conflict situations.

- Focus on the issue and/or behavior.
- Be specific
- Avoid negative statements
- Document the meeting
- Disciplinary Action Form



Disciplinary Recommendations

- Begin with a verbal warning
- Written email follow-up with clear expectations
- Disciplinary letter if no improvement
- Seek advice from Employee Relations
 - Templates for written warning

New Employee Obligations



- Six-month orientation period
- Attend Orientation program
- Complete required Onboarding-related trainings
- Review Strategic Plan and Department's Goals
- Goal Setting within first month
 - To set expectations and measures for results
 - Entered in the on-line PMDP system

CIVILITY IN THE WORKPLACE

Civility, *“behavior that helps to preserve the norms for mutual respect at work”.*



Pace University Civility Standards

- Model the behavior you would like to see from others.
- Speak up - do not let your silence condone disrespectful behavior.
- Be mindful that conflict is healthy if expressed appropriately—you are not always right, and others are not always wrong.
- Be a respectful listener.
- Remember that your tone of voice matters: It's not what you say, it's what others hear!
- Consider how your use of technology (e-mail, social media, etc.) helps or hinders a respectful work environment.
- Make an effort to have difficult conversations in person or by telephone, not electronically.
- Embrace a positive and solution-oriented approach to resolving conflicts or expressing complaints.
- Show appreciation by saying please and thank you.
- Keep in mind that kindness has a ripple effect—treat everyone with respect and consideration.

Employee Handbook

- The Employee Handbook introduces you to the policies, procedures, and philosophy of Pace University.
- Supervisors should be familiar with the following policies:
 - Attendance and Punctuality
 - Reporting Absences
 - Disability Accommodations

Important Resources

- EAP Services (Cigna Life Services)
- Kronos Time Recording System: Staff time off must be approved and tracked.
- Employee Handbook
- Return to work webpage
- COVID dashboard

THANK YOU



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