



# The Right to Manage

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(Based on a Series Developed by C. Longstreth)



# General Policy

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The University, through its governance structure, retains and reserves to itself the rights, powers, and authority to plan, manage, control and in all respects carry out the ordinary and customary functions of management.

Generally, this *right and responsibility* rests with the unit leader or supervisor.

The authority for IFAS to manage is delegated by the President to the Senior Vice President for the Institute of Food and Agricultural Sciences. In turn, the authority is delegated to the Deans and the various unit leaders.



# Outline of Topics

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- Recruiting and Appointments
- Salary Determination
- Professional Obligations
- Assignments
- Evaluations
- Non-renewal
- Professional Meetings
- Outside Activities
- Tenure, Permanent Status, and Promotion
- Complaints, Appeals, Grievances
- Termination & Disciplinary Actions
- Leaves
- Internal Controls
- Health, Safety, and Security
- Exit Interviews
- Post Retirement Employment
- File Maintenance & Public Records



# Recruiting and Appointments

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The unit leader is responsible for the search and screen process, the hiring recommendation and preparing the written offer of appointment. IFAS Human Resources will post faculty positions and assist with the recruiting process.



# Recruiting and Appointments

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- Appoint search committee, if appropriate
- Consult with faculty and other administrators regarding selection
- Written offer – IFAS template
- Offers of employment are very critical – a legally binding contract
- Include any contingencies such as degree completion or VISA requirements



# Salary Determination

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The Unit Leader is responsible for determining/recommending the salary of faculty and staff

Specific guidelines are provided regularly from the Senior Vice President and Deans



# Salary Determination

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- All employees are paid in accordance with Appropriations Act and University's policies
- Discuss and explain the basis for salary determination or recommendation
- Certify the employee member has performed the assignment
- Consider Unit Equity
- Review Salaries for possible discrimination



# Professional Obligations

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The Unit Leader is responsible for advising faculty and staff of his/her professional obligations and keeping the employee informed of and involved in matters affecting his or her employment





# Professional Obligations

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- Inform employee that obligations are both scheduled and non-scheduled
- Notify the employee of the *specific* assignments
- Counsel/offer guidance in making necessary arrangements
- Provide effective leadership necessary for a positive work environment
- Keep the employee informed of matters pertinent to his/her employment
- Involve the employee in those matters pertinent to or affecting his/her employment
- Address the situation if it's not working
- Inform the employee of what must be done to resolve the situation if professional obligations are not met in a satisfactory manner and of the consequences if these are not resolved



# Assignments and Responsibilities

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The Unit Leader is responsible for determining the assignment of duties and responsibilities



# Assignments and Responsibilities

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- Inform in writing of *general* expectations in terms of teaching, research, and extension
- Reminder of the *attendant* duties, responsibilities and obligations expected
- Inform re: *specific* assigned duties.....
- Provide equitable opportunities to meet required criteria for T, PS & P
- Make assignments that comply with the 12-Hour Law
- Assure that the employee's effort is expended as assigned
- Change the assignment if necessary (in writing, place in personnel file). Afford the opportunity to discuss prior to reassignment
- Consider tenure/perm. stat./ promotion and funding when making a change.



# Performance Evaluation

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- The Unit Leader is responsible for the evaluation of the faculty and staff reporting to him/her



# Performance Evaluations

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- Provide at least an annual assessment of the employee's *assigned* and *attendant professional* responsibilities
- Provide employee opportunity to submit information relevant to the evaluation process
- Use information gathered from appropriate sources given the assignments
- Address the faculty member's progress toward tenure and/or promotion
- Evaluate more frequently, if necessary
- Provide suggestions and assistance in correcting deficiencies or concerns
- State the consequences if deficiencies or concerns are not corrected
- Provide assessment of sustained performance/post tenure-review
- Provide a written copy of the final evaluation in a timely manner



# Renewal of Appointments

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The Unit Leader is responsible for the annual renewal or non-renewal of appointments of non-tenured, non-permanent status faculty and of TEAMS employees.



# Renewal of Appointments

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- Choose whether to renew or not
- Provide appropriate notice
- Meet with the employee and explain the reasons
- Make sure you follow UF Rules
- If the situation constitutes a layoff – the employee must be advised of recall rights



# Professional Meetings/ Activities

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The Unit Leader should encourage and provide opportunities for faculty (and some Exempt TEAMS staff) to attend professional meetings, conferences, and to participate in other professional development activities





# Professional Meetings

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- Should be consistent with assignment, relevant to professional development and/or beneficial to unit
- Review and determine what expenses will be covered, if applicable
- Approve the dates a faculty member wishes to attend
- Inform the employee of the approval or reasons for lack of approval
- Advise the employee regarding requirements of reimbursements, travel approvals, etc



# Outside Activity/Conflict of Interest

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- The Unit Leader is responsible for determining that the employee's responsibilities are not being abrogated by the activity



# Outside Activity/Conflict of Interest

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- Inform employees of their responsibilities for disclosure
- Inform employee of the reasons if the activity is deemed to be a conflict of interest or interferes with his/her obligations to the university
- Follow process if it involves intellectual property matters or doing business with the university
- Comply with requirements regarding additional or dual compensation for additional employment with the university or the state
- Inform employee if approved or not
- Approve or deny any request to use university facilities, equipment or services



# Tenure, Permanent Status and Promotion

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- The Unit Leader (in coordination with the Tenure Dept. Chair, if different) is responsible for informing the faculty member regarding T/PS/&P requirements
- The IFAS Human Resources Office conducts annual workshops for faculty, administrators, and staff.



# Tenure, Permanent Status and Promotion

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- Inform faculty member of the criteria required to successfully achieve tenure, permanent status or promotion
- Serve, with other faculty, as a mentor to the faculty member as they pursue these personnel actions
- Advise faculty members annually of their progress toward tenure and permanent status and toward promotion if requested
- Initiate the tenure, permanent status, and promotion review process as appropriate
- Either recommend tenure (or permanent status) or notify the faculty of non-renewal by the end of the sixth year



# Complaints, Appeals and Grievances

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- The chair or supervisor is responsible for dealing with appeals, complaints and grievances in accordance with policies and procedures



# Complaints, Appeals and Grievances

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- Review all complaints, whether verbal, written or anonymous
- Seek the assistance of IFAS or UF resource personnel (IFAS HR, Deans, Sponsored Research, General Counsel), as appropriate
- Work with IFAS or UF resource personnel to conduct a thorough and objective review
- Meet with the parties involved (separately) to review any actions to be taken
- Report the disposition of the complaint or incident to the appropriate university offices
- Conduct follow-up reviews, as necessary
- Notify the Dean or IFAS HR whenever contacted by an attorney who is representing anyone with a claim against UF
- Notify the appropriate office (Inspector General) for allegations of fiscal impropriety and fraudulent activities



# Termination for Cause and other Disciplinary Actions

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- Unit Leader is responsible for the disciplinary action taken against an employee for misconduct during the term of employment contract





# Termination for Cause and Other Disciplinary Actions

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- Consult with IFAS HR if there is an issue that might result in disciplinary action
- Follow a plan of progressive action, as appropriate, if misconduct is apparent
- Determine if the actions of the employee adversely affect the functioning of the unit or jeopardize the safety or welfare of others. If so, immediate action should be taken—such as administrative leave pending the investigation.
- Work with IFAS HR to provide the employee with written statement of the proposed disciplinary action, the reasons, and afford the employee a certain period of time in which to respond before action is taken
- Warn about consequences if the corrective action is not accomplished
- Inform the employee of his rights regarding appeal and/or grievance procedures



# Leave

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Unit Leaders or supervisors are responsible for the review and approval of leaves



# Leave

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- Important area of record keeping
- Counsel in writing if there are concerns
- Support faculty in faculty development leaves, if appropriate
- Encourage faculty and staff to take their annual leave
- Ensure that all employees properly charge sick leave when away from work due to illness, etc.
- Address any concerns regarding leave
- Understand the basics about the Family Medical Leave Act
- Understand that some faculty leave scenarios allow the faculty member to request an extension of the probationary period



# Internal Controls

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- The Chair or supervisor is responsible for the implementation of an adequate system of internal controls



# Internal Controls

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- Safeguard assets
- Assure the proper recording of transactions
- Provide for the efficient and effective accomplishment of the unit's and university's goals
- Assure the reliability of financial and operational reporting
- Assess ongoing monitoring of the system and reports
- Comply with federal, state and university rules and regulations



# Health, Safety, and Security

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The Unit Leader is responsible for assuring that the appropriate standards of health, safety, and security are met for the unit.



# Health, Safety, and Security

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- Inform employees of procedure to report health, injuries, security problems, etc.
- Inform employees about rules and regulations re: drug free workplace, smoking, alcohol, etc.
- Take steps necessary and appropriate if these rules and regulations are violated
- Be alert to potential risks to safety and well-being and take measures to provide appropriate work climate and environment
- Notify appropriate university office of health, safety, or security concerns and problems
- Take those actions necessary to correct or assist in the correction of concerns and problems, as appropriate
- Extend reasonable accommodation in accordance with the Americans with Disabilities Act (ADA)



# Exit Interview

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- The unit leader or supervisor is responsible for conducting the exit interview for departing faculty and staff





# Exit Interview

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- Conduct an exit interview
- Initiate the process for award of emeritus status if appropriate
- Reach an understanding and take action regarding the payment or the transfer of sick and annual leave records if the employee is being employed by another state institution
- Terminate access to computing systems
- Make sure employee has:
  - Returned office keys, completed all final reports, grades, transfer of grants, etc.
  - Returned office equipment, books, lab materials, etc.
  - Returned university credit cards, library books, etc.
  - Settle outstanding debts
  - Clear office or work area



# Post Retirement Employment

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- The chair or supervisor is responsible for contacting IFAS HR to determine if a person is eligible to participate in a post retirement employment position before an offer is made



# Post Retirement Employment

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- Work with IFAS HR to determine whether the person is eligible for post retirement rehire
- Provide the reason for a denial, if appropriate
- Work with IFAS HR to schedule the period and dates of reemployment
- Determine the assignment each year of the program
- Provide annual letters of evaluation and conduct other departmental business as normal for the retiree



# File Management and Public Records

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- The chair or supervisor is responsible for maintaining employment and personnel files

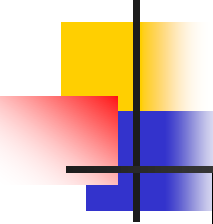


# File Management and Public Records

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- Place relevant information in employee's file within a reasonable time after receipt
- Maintain the required employment records and information according to UF (and County?) records retention schedules and destruction requirements
- Ensure that no anonymous material is placed in evaluation file
- Be the custodian of the records according to Public Records Law
- Refer all Public Records requests to Janine Sikes, Public Affairs, 352-846-3903, [jysikes@ufl.edu](mailto:jysikes@ufl.edu)

# Shared Governance – Clarity of Roles



<b>Focus</b>	<b>Decision-Making Authority</b>
--Fund-raising --Budgeting	Administration Decisions (faculty input minimal)
--Long-range planning	Collaborative Decisions Administration and Faculty (faculty input moderate)
--Changes in curriculum --Merit pay <u>criteria</u> --Promotion & tenure <u>criteria</u> & process	Faculty Decisions (faculty input significant)



# Resource Locations

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IFAS Human Resources <http://hr.ifas.ufl.edu> – 352-392-4777

IMM & University Rules – Direct links from IFAS Human Resources

Public Affairs, [pulicrecords@ufl.edu](mailto:pulicrecords@ufl.edu)– 352-846-3903

UF General Counsel Office – 352-392-1358

UF Worker's Compensation – to report an injury - 352-392-4940

Environmental Health & Safety – 352-392-1590

Americans with Disabilities Act (ADA) Office – 352-392-7056

Employee Assistance Program (EAP) – [eap.ufl.edu](http://eap.ufl.edu) – 352-392-5787