



**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



**Bernadette Baumann, Sr. Director, Employee & Labor Relations,  
Title IX Investigator**

**[bbaumann@pace.edu](mailto:bbaumann@pace.edu)**

**Sia Bundor, Employee & Labor Relations Manager**

**[sbundor@pace.edu](mailto:sbundor@pace.edu)**

**Luciana Ziegler, Manager, Employee Relations [lziegler@pace.edu](mailto:lziegler@pace.edu)**