

Budget and Supervision Workshop for New Chairs

MAY 13, 2019

Supervising Staff for Chairs

MAY 2019

Objectives

- Role of the supervisor
- Overview of employee groups
- Role of Academic Affairs
- Wes Portal Resources
- Recognition and performance

Role of Chair as Supervisor

Maintain balance between *governance and advocacy*

- Establish a collaborative relationship
 - Discuss transition from previous Chair or Director
 - Communicate expectations and changes
 - Discuss employee challenges and motivations
- Ensure union and non-union employees follow appropriate policies
 - Review and approve time and time-off of employees
- Recognize, review performance and manage performance expectations
- Be accessible, engaged, clear and consistent

Employee groups

Office/Clerical and Administrative Staff

Most departments have one or more staff members, who are members of the Office/Clerical Union typically with the title administrative assistant.

- Includes ~115 administrative assistants, secretaries, department assistants, postal clerks, property specialists, accounting specialists and library assistants
- Organize and bargain collectively over wages, benefits and working conditions

Some have other non-represented personnel (administrative staff), e.g., research associates, facility managers, budget/grants coordinators.

Employee groups (cont.)

All employees generally want the same things, e.g. camaraderie, have an intrinsic desire to do a good job, feeling encouraged and recognized, want to have a real impact and grow professionally.

As a supervisor, you can

- develop positive working relationships
- have standards of quality and expect accountability
- recognize good performers
- reorganize departments
- change job descriptions
- change schedules
- review performance
- provide development opportunities

How that information is conveyed and the process to address it may be different. For instance, Union members may request to have representation for any disciplinary investigation.

Employee groups (cont.)

	Office/Clerical Staff	Administrative Staff
Hours of Work	<p>Normal full-time workweek based on 35 hour schedule, or 1820 hours per year.</p> <p>Workweek can be adjusted to include longer hours during academic year and shorter hours in summer and still remain full-time</p>	<p>Normal full time workweek is based on 37.5 hour schedule</p> <p>Variety of alternate work schedules available</p>
Overtime	All hours in excess of schedule, must be approved in advance. Eligible for overtime after 40 hours in a workweek. Under strict conditions, compensatory time may be an alternative	Most are salaried staff and ineligible for overtime Hourly staff eligible for overtime after 40 hours in a workweek.
Timesheets	Required to complete accurate weekly timesheets	Salaried employees required to record paid time off usage only Any hourly administrative staff required to complete accurate weekly timesheets
Paid Time off	Vacation, Personal, Sick time, Floating holiday	Vacation and Floating Holiday. No personal time or sick time (unlimited sick for casual absences)
Pay Frequency	Weekly	Either semi-monthly or monthly
Pay increases	Negotiated general wage increases	Merit based increases from annual performance review process
Performance reviews	Optional but encouraged. Goals can be assigned – employees <i>cannot</i> complete self-assessment or annual goals	Required. Basis for salary increases. Recommended employees complete self assessments. Goals are required
Bargaining unit status	Union	Non-union
Policy Resources	“Contract” – Agreement between Wesleyan University & Office & Professional Employers International Union Local 153	Wesleyan University Handbook of Policies and Procedures for Administrative Staff http://www.wesleyan.edu/hr/wesleyan_handbook.pdf

Role of Academic Affairs

Personnel and staffing related requests are coordinated through the Office of Academic Affairs and require approvals:

- Temporary and permanent vacancies
- Requests for overtime and additional hours
- Training including mandatory monthly informational meetings for AAs
- Performance management

WesPortal Resources

Supervisor/Manager Resources

- Employee and position data
- Review employee time reporting and time off
- Approve annual vacation accruals
- Review previous years' performance reviews
- Resources related to new employees and leaving employment

Careers@Wesleyan

Recognition and employee performance

You can't pay employee "bonuses" (all staff pay must be managed from HR and negotiated for union members) but recognition happens in many ways...

- Service awards (at 5 year service increments)
- Cardinal Achievement Awards (supervisory nomination based award)
- Annual reviews (union employees can be reviewed but cannot participate in goal setting or self assessments. Goals can be assigned)
- Letter to personnel file
- Informal recognition
- Professional development
- On-campus/off campus training, usually not a dept. cost
- Tuition assistance

Performance Reviews

- Performance review process measures employee's work against core responsibilities, competencies, and attainment of annual goals
- Chairs can complete reviews and view past reviews in the "Manager's toolbox" in portfolio
- Non-union employees encouraged to complete self assessments
- Compensation increase tied to final rating
- Union employees can receive performance reviews. Rating is not tied to compensation. Union employees cannot be asked to complete self assessments or goals. Goals can be assigned.

Performance Management

Counseling is used when an employee's problems impact performance and is intended to mitigate any further action, including formal corrective action. The employee should solve the problem and your role is to be positive, supportive, and encouraging in that process.

Recommendations at this stage:

- Come to a common understanding of the problem
- Seek employee ownership of the issue, and hopefully avoid any further action.
- Establish your expectations as the supervisor
- If relevant, Employee Assistance Program may be helpful

Performance Management (cont.)

If problems persist, additional counseling and formal documentation may be needed...

There should be a meeting with the employee clearly outlining the problem, the desired result, and the consequences of not correcting the problem. The conversation should be documented for the employee's personnel file in HR.

Proper documentation – should reference the appropriate stage (see below), be *timely* and *detailed* but not “over-documented”.

Office/Clerical, “Discipline and Discharge”

- The Employer has the right to discipline or discharge Employees for *just cause*. When disciplining Employees the Employer will follow progressive discipline, which may include *counseling, oral warning, written warning, suspension without pay, or discharge* depending upon the misconduct or performance deficiency and the Employee's work record (Article II).
- Employees have the right to union steward representation at disciplinary meetings

The process will determine the outcome

Calendar summary of role

End of the Calendar Year	Approve carryover of vacation for administrative staff. Approve carryover of personal time for office/clerical staff if applicable
End of the Fiscal Year	Performance review processes Merit increase recommendations (for administrative staff) Develop Goals for coming year (Jul-Sept)
Ongoing	Balance governance and advocacy Be mindful of union/non-union statuses Clarify expectations and job descriptions Provide feedback – recognize and coach Monitor time and time off Liaise with academic affairs for personnel and staffing related needs

Budget & Financial Processes

Financial Planning Office

- Sun Chyung – Director
- Prashanie Silva– Senior Budget Analyst
- Tania Inturrisi – Senior Budget Analyst

Chairs Financial Responsibilities

- Budget Planning (Late spring-Summer)
- Budget Management (Year Round)

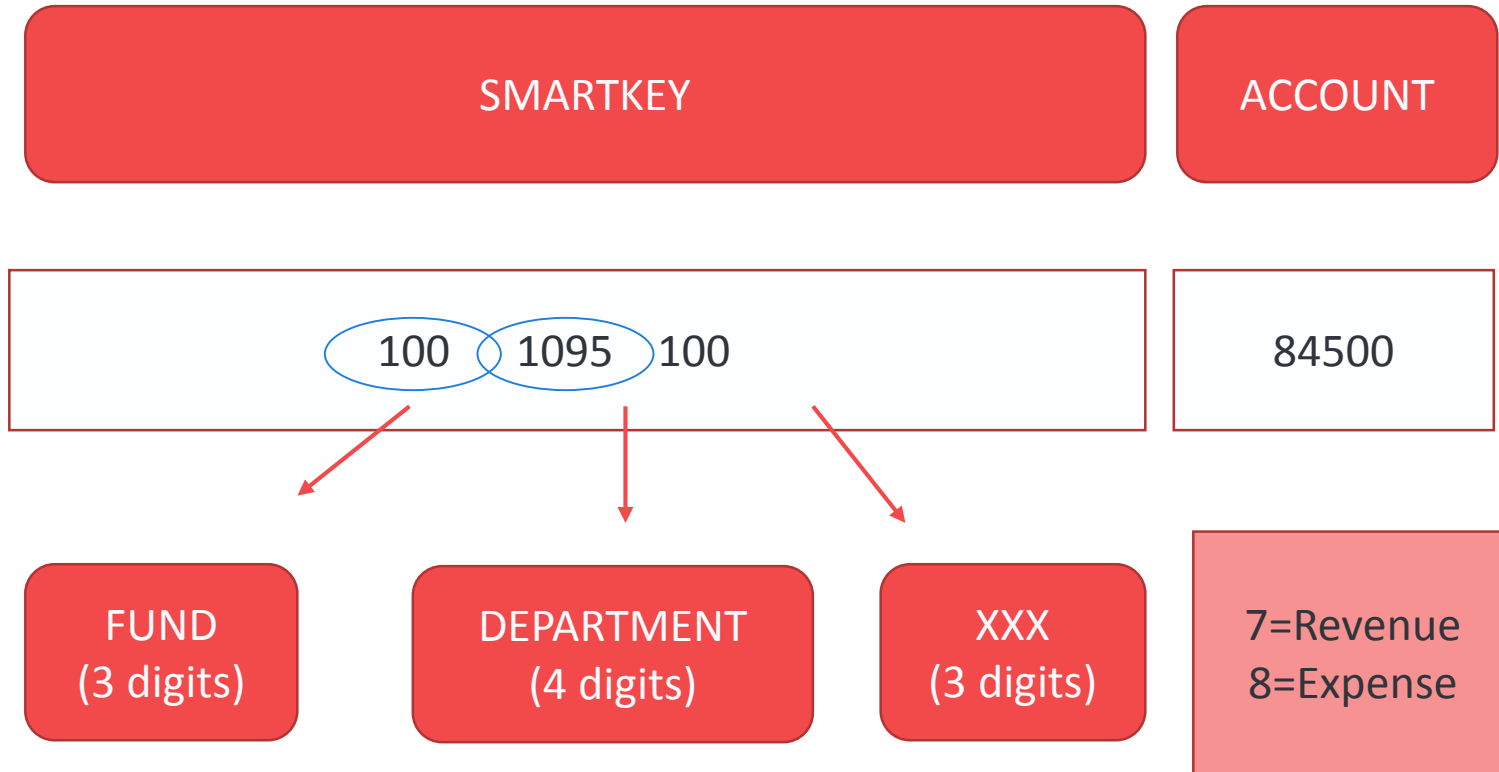
Budget Planning

- Budget planning is to align the upcoming year's budget to where expenses are most likely to occur.
- Administrative Assistants have been trained to:
 - Provide reports on how the department budget was spent in prior years.
 - Transfer budget to the appropriate expense categories.

Budget Management

- Budget management encompasses:
 - Reviewing and Approving Expenses (on a timely basis).
 - Is the expense appropriate?
 - Is this expense being charged to the right chartfield (smartkey/account)?
 - Reviewing Budget v Actual Reports (at least monthly). Reports should be provided by the Administrative Assistants.
 - Bringing in a balanced budget by year-end.

Chart of Accounts



Commonly Used Fund Codes

Wesleyan Funds

Unrestricted Operating Budget:

100 - Unrestricted Operating Budget

101 - Academic Affairs Grants in Support of Scholarship

104 - Academic Affairs Faculty-Student Internships

140 - Ploughback

Restricted Funds:

60X - Gifts

65X, 66X, 67X - Endowments

Capital:

131 Academic Affairs Computing Capital

132 Academic Affairs Non-computing Capital

Commonly Used Fund Codes

External Funds

External Grants

5XX

Wesleyan Financial System

Budgeting Levels

There are three budgeting levels in the University:

- Smartkey (i.e. 1001095100 = Finance)
- Account subgroup (i.e. 84500 = Travel)
- Account (i.e. 84505 = Airfare)

Most of the University including academic departments budget at the account subgroup level.

Wesleyan Financial System

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Wesleyan Financial System

Budget Checking #1

1. Is there enough budget in the Smartkey?

- No - > Budget Error Will Be in Red
 - Error must be cleared in order to submit to workflow:
 - Must charge expense to a different smartkey that has enough budget and is appropriate for the expense OR
 - Transfer enough budget to smartkey being charged and re-budget check the transaction.

Wesleyan Financial System

Budget Checking #2

2. There is enough budget at the Smartkey. Is there enough budget at the Lower Level (account subgroup or account detail):
 - No - > Budget Warning Will Be in Yellow
 - Indicates that you are spending more than you planned in a specific expense category (i.e., travel).
 - It is okay to approve expenses with budget warnings, but you may want to review and reallocate your budgets if your plans have changed.

Workflow & Approvals

General Concepts

- Workflow & approvals differ by fund.
- The greater the dollar amount, more approvals are needed for payment.

Workflow & Approvals

Who is the Primary Approver?

Wesleyan Funds -

- Unrestricted Operating, Gifts, and Endowments (excluding GISOS and Ploughback) -> Departmental Chair
- GISOS -> Academic Affairs
- Ploughback -> Individual Faculty Member

External Funds -

- External Grants -> Principal Investigator

Workflow & Approvals

What will Chairs Approve?

Departmental Chair will approve:

- 1) Expenses over \$1,000
- 2) Payments to Individuals from the first \$1

Workflow & Approvals

Pre-approvals

- For federal grants, purchases over \$3,000 require a purchase order (PO) documenting at least three price quotes and the basis for vendor selection prior to making a purchase. Purchases over \$150,000 require a formal bidding process that involves Olga Bookas, Director of Purchasing. (Please see http://www.wesleyan.edu/finance/grants/federal_purchasing.html for the formal policy).
- For Wesleyan funds, purchases of \$5,000 or more require a purchase order prior to making a purchase.

Workflow & Approvals

for Unrestricted Operating, Gifts and Endowments (excludes Grants in Support of Scholarship and Ploughback)

WESLEYAN FUNDS

External Vendor

	<u><\$500</u>	<u>>\$500<\$1000</u>	<u>>\$1000<\$5000</u>	<u>>\$5000</u>
Chair	no	no	yes	yes
Academic Affairs	no	yes	yes	yes
Provost	no	no	no	yes
Finance	no	no	no	yes
Accounts Payable	yes	yes	yes	yes

Payment to Individual

	<u><\$500</u>	<u>>\$500<\$1000</u>	<u>>\$1000<\$5000</u>	<u>>\$5000</u>
Chair	yes	yes	yes	yes
Academic Affairs	no	yes	yes	yes
Provost	no	no	no	yes
Finance	no	no	no	yes
Accounts Payable	yes	yes	yes	yes

Workflow & Approvals

for Grants in Support of Scholarship

WESLEYAN FUNDS	External Vendor			
	<\$500	>\$500<\$1000	>\$1000<\$5000	>\$5000
Academic Affairs	no	yes	yes	yes
Provost	no	no	no	yes
Finance	no	no	no	yes
Accounts Payable	yes	yes	yes	yes
	Payment to Individual			
	<\$500	>\$500<\$1000	>\$1000<\$5000	>\$5000
Academic Affairs	yes	yes	yes	yes
Provost	no	no	no	yes
Finance	no	no	no	yes
Accounts Payable	yes	yes	yes	yes

Workflow & Approvals

for Ploughback

WESLEYAN FUNDS				
	External Vendor			
	<u><\$500</u>	<u>>\$500<\$1000</u>	<u>>\$1000<\$5000</u>	<u>>\$5000</u>
Faculty Member	no	no	yes	yes
Academic Affairs	no	yes	yes	yes
Provost	no	no	no	yes
Finance	no	no	no	yes
Accounts Payable	yes	yes	yes	yes
	Payment to Individual			
	<u><\$500</u>	<u>>\$500<\$1000</u>	<u>>\$1000<\$5000</u>	<u>>\$5000</u>
Faculty Member	yes	yes	yes	yes
Academic Affairs	no	yes	yes	yes
Provost	no	no	no	yes
Finance	no	no	no	yes
Accounts Payable	yes	yes	yes	yes

Workflow & Approvals

for External Grants

EXTERNAL GRANTS	External Vendor		
	<\$500	>\$500<\$5000	>\$5000
	PI	PI	PI
Academic Affairs	no	yes	yes
Provost	no	no	yes
Grants Office	yes	yes	yes
Finance	no	no	yes
Accounts Payable	yes	yes	yes
EXTERNAL GRANTS	Payment to Individual		
	<\$500	>\$500<\$5000	>\$5000
	PI	PI	PI
Academic Affairs	no	yes	yes
Provost	no	no	yes
Grants Office	yes	yes	yes
Finance	no	no	yes
Accounts Payable	yes	yes	yes

WFS

Workflow & Approvals

- Email notification and Approval Inbox in WFS

Budget v Actual Reports

- Smartkey Summary and Other Inquiry Reports
- Recurring reports (ask your Admin Asst to setup).

Salaries & Benefits

- Salaries & Benefits for staff are centralized
- If overtime or additional pay is needed, please contact Academic Affairs for pre-approval. If the request is approved, the departmental budget will need to pay for it.

Finance Presentation

Why do we need to worry about how we handle expenses?

- Non Profit Corporation
- Federal Government Oversight
- Audited Financial Statements
- Internal Control Report
- Reputational Risk

Expense Reimbursement

- **Travel**
 - Actual expenses incurred up to \$75/\$100
 - No Per diem. Per diem would be less.
- **Business**
 - Dinner \$50, Lunch \$25, Breakfast \$20
 - Employees only: clear and compelling reason
 - Receptions: up to \$10 per person; cabinet approval required if total cost exceeds \$500
 - non-University personnel: reasonable
- **Timeliness**
 - Within 30 days/IRS rules are 60 days.
- **Special Year End rules**
 - must be charged to the year in which it occurs
- **Rules apply regardless of funding source.**

Valid Documentation – non taxable payments to individuals have a high burden of proof.

Ordinary and necessary in field, not excessive or luxurious.

NOT VALID

Sanford's Grub & Pub
115 East 17th Street
Cheyenne, Wyoming

MSTRC#: _____
Type: PreAuth
Card Number: xxxxxxxxxxxx0900
Date/Time: 20/05/2008 02:01:20 PM
Check: 154616
Server Name: JOHN
Table: 42
Approval #: 095993

SUBTOTAL: \$31.78
TIP: \$ 6.00
TOTAL: \$ 37.78

Approved - Thank You

* Customer Copy *

Thanks for comin' to Sanford's...
Please join us Monday thru
Friday from 3p to 6p for drink
specials and 1/2 priced
appetizers. See ya soon!!!

VALID - Both

Sanford's Grub & Pub
115 East 17th Street
Cheyenne, Wyoming
Tel: (307) 634-3381
Check #: 154616

Server: JOHN Date: 05/20/2008
Table: 42 Time: 13:59
Client: 3

1	Water	0.00
1	Iced Tea	2.50
1	Pepsi	2.50
1	Sanford Salad	7.99
1	The Jack	8.29
1	Flat Tire	8.49
	\$.50	0.50

SUB-TOTAL: 30.27
TOTAL TAXES: 1.51

TOTAL: 31.78

Thanks for comin' to Sanford's...
Please join us Monday thru
Friday from 3p to 6p for drink
specials and 1/2 priced
appetizers. See ya soon!!!

Payments to Students - Terminology

STUDENT PAYMENT VOUCHER ATTACHMENT

This form must be attached to every voucher payable to a student as a Stipend, Trainee/Research Fellowship, or Prize/Award. Check the appropriate box and provide additional information/documentation as required. See [Payments to Students Flowchart](#) for additional assistance.

Note: This form is not required for reimbursements paid to students who have incurred University Expenses.

- PRIZE/AWARD (Account 88600)** – A payment for recognition or achievement.

Provide the name or brief description of the Prize/Award:

- STIPEND (Accounts 88170-8817x, 88100, 83925, 83930, 84210, 84518, 84580-84589)** – A living allowance to help defray living and other costs. Stipends primarily benefit students to further their education. In no instance is a stipend a payment involving services as it relates to work. An estimated budget or list of expenses must be attached to the voucher.

- TRAINEE/RESEARCH FELLOWSHIP (Account 88400)
DETERMINATION**

I attest that **ALL** of the following requirements have been met to pay a Fellowship via AP (check all that apply).

- Student is paid to study.
- Student benefits from the work.
- Student is conducting independent research.
- Student directs the course of study.
- Student maintains patents or copyrights with respect to the work.
- Student is able to determine the subject matter of the research work.

If any of the above statements are not true, a Fellowship must be paid via Payroll.

Payments to Students

Non Resident Aliens

- **Highly regulated**

H-1B and F-1 Visas may only accept payment from Visa sponsor

J-1 requires an approval letter

- Complete the Foreign National Information Form (FNIF)
- Visit Christine Rodrigue when on campus
- Resource: NRA Visitor Payment Checklist

Payments to Non-Employee Individuals

Ex: Speakers, Artists, Consultants.

- Negotiation and contract prior to services provided.
- Employee vs. Independent Contractor checklist
- NRA compliance
- Contract for payments greater than \$500
- Resource: Flowchart

Resources

Monthly Newsletter

- www.wesleyan.edu/finance
- Dept Admin Assistants – Meet monthly