

Supporting and Managing Faculty & Staff



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Objectives:

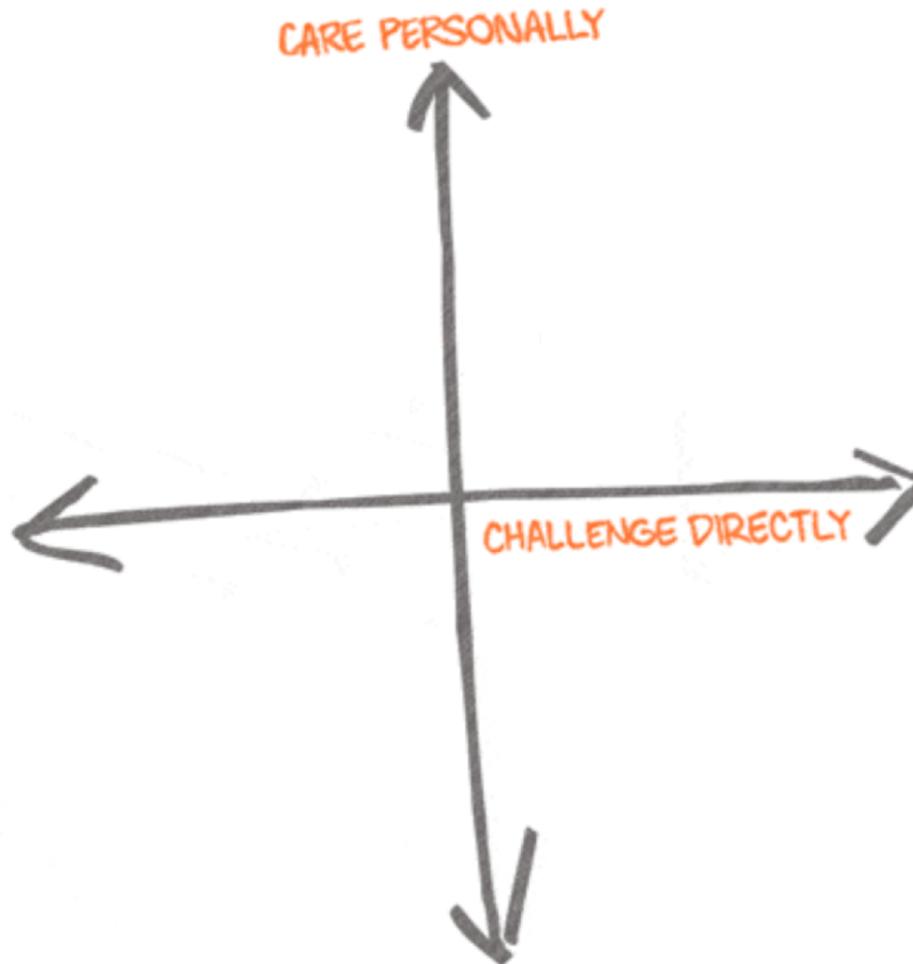


Participants will be able to:

1. Describe what it looks like to lead with radical candor.
2. Describe the unit head's role in faculty management & support.
3. List proactive approaches to supporting and managing faculty.
4. Approach personnel concerns in clear and honest ways and be able to engage informal resources and formal mechanisms.

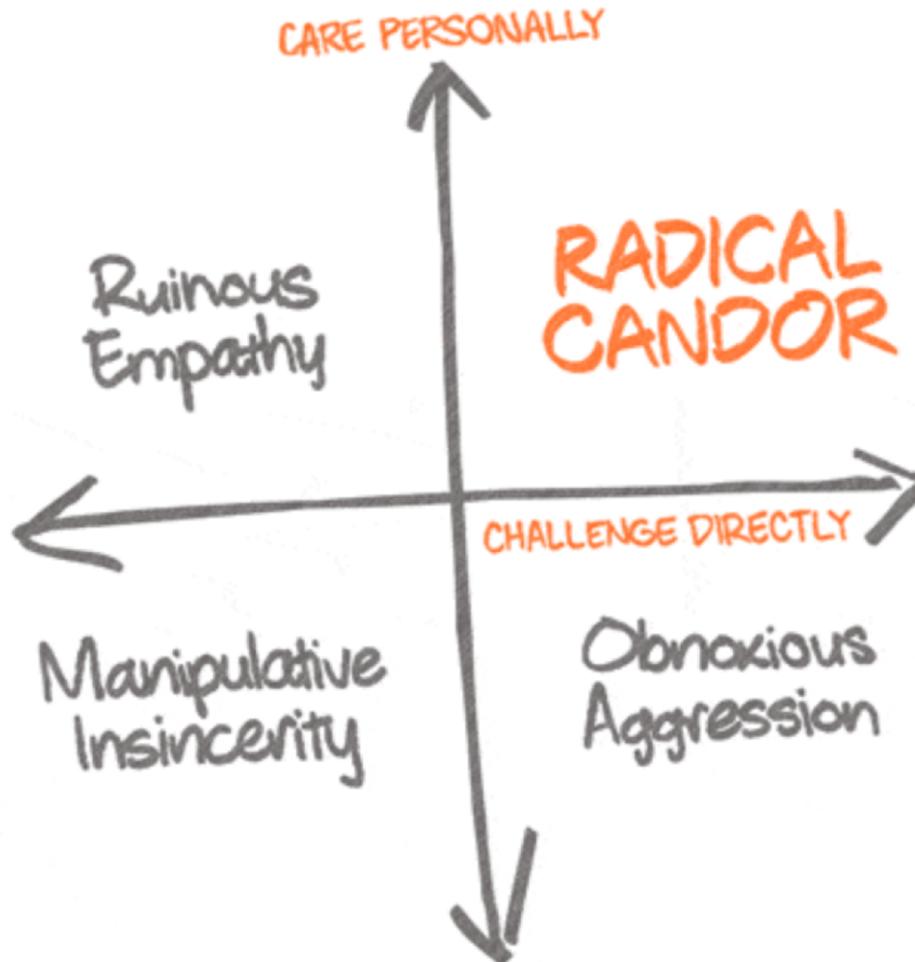


Radical Candor

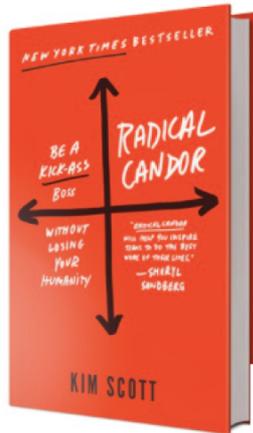


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Radical Candor



Want to learn more?



Expectations & Outcomes



Create a list of expectations for the job description of unit/department head related specifically to faculty & staff management and support.

Connect the expectations to desired outcomes.

5 minutes (write down ideas)



Scenario



A new faculty member with no prior teaching experience is falling below the expectations related to their teaching duties. You have heard concerns from GE's on the teaching team, UG students in the class, and another faculty member. Specific examples include consistently arriving 5 minutes late for class, skipping teaching team prep meetings, adding last minute assignments, and moving the midterm exam date.

How would you approach a candid conversation with them?



Pro-active approaches



For each item on your list name a pro-active step that can be taken to help achieve the desired outcomes.

5 minutes



Scenario



One of the OAs in your unit has a fast and hot temper. You have received multiple complaints from students, faculty, and staff that they have been yelled at and treated disrespectfully. You have met with the OA and used radical candor to give clear and honest feedback. The behavior has not abated.

What are the next steps that should be taken at this point?



Next steps



Non disciplinary:

- letter of clarification (email)
- performance improvement plan (PIP)

Disciplinary:

- letter of reprimand
- suspension without pay
- demotion
- termination



Consult with others & document



Deans office

Human Resources – specialist on Employee Labor Relations team

Affirmative Action & Equal Opportunity
(discrimination or harassment based on protected status)

Ombuds office

Vice Provost for Academic Affairs



Scenario



One of the **faculty** in your unit has a fast and hot temper. You have received multiple complaints from students, faculty, and staff that they have been yelled at and treated disrespectfully. You have met with the **faculty** and used radical candor to give clear and honest feedback. The behavior has not abated.

What are the next steps that should be taken at this point?



Next steps faculty



step 1: letter of clarification (to literally clarify expectations, specify desired outcomes, and detail the consequences if expectations are not met)

If the behavior does not change, formal investigation and...

step 2: letter of reprimand (clarifies expectations and details the consequences if expectations are not met)



Consult with others & document



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Resources

[Human Resources Employee and Labor Relations Team](#)

541-346-3159

[Ombuds Program](#)

541-346-6400, ombuds@uoregon.edu

[Office of Affirmative Action and Equal Opportunity \(AAEO\)](#)

541-346-3123, aaeo.uoregon.edu

Contact AAEO to report discrimination or harassment based on protected status.

Respect website: respect.uoregon.edu

Office of the Provost and Academic Affairs: <https://academicaffairs.uoregon.edu/>

Teaching Engagement Program: <http://tep.uoregon.edu/>

Employee Assistance Program via [Cascade Centers](#)

United Academic [CBA](#)

[OA Policies and procedures](#)



Questions?



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