

**BEST PRACTICES IN MANAGING STAFF POSITIONS FOR A FACULTY SUPERVISOR**

**Guidance for Vice Provosts, Deans, Department Heads, Center Directors and other Academic Leaders at Purdue**

**Introduction**

Effective management of staff positions is vital for the ongoing success and operational excellence of academic units at Purdue University. Faculty supervisors, including Vice Provosts, Deans, Department Heads, Center Directors, and other academic leaders, shape the professional climate and ensure that institutional priorities and compliance standards are met. This guide outlines processes and best practices for supervising staff employees. For additional guidance, please refer to the [Purdue University Human Resources](#) site and the [Faculty and Staff Handbook](#).

**Utilize your Strategic People Partner**

HR Business Partners (HRBPs) collaborate with managers and leaders to align Human Resources (HR) strategies with departmental goals. By providing consultation and guidance, HRBPs support informed decisions and foster effective people management practices.

*Key Services Provided for Managers and Leadership:*

- Guidance on workplace concerns and conflict resolution
- Interpretation of University policies and procedures
- Workforce strategy and organizational best practices
- Support for performance management, coaching and disciplinary actions
- Conduct workplace investigations professionally and impartially
- Liaison to the Office of VP for Human Resources

At any time, don't hesitate to contact your [HR Business Partner](#) for support and strategic insight.

**Utilizing Human Resources to Assist You**

Purdue University's Human Resources team is a vital partner in supporting the effective management of staff within academic units. As an academic leader, you are not expected to navigate complex HR matters alone. HR professionals are available to provide expert guidance, tools, and support. Leveraging these resources not only ensures compliance with university policies and state and federal regulations but also promotes a positive and productive workplace culture. Below is a list of key HR contact points and areas of support to help you lead with confidence.

- Benefit, retirement and time-off questions can be answered through the Service Center during normal business hours at 765-494-2222 or use the [HR Service Center](#) request form (Secure Site) or via email at [hr@purdue.edu](mailto:hr@purdue.edu).
- ADA requests or questions should be sent to [adarequest@purdue.edu](mailto:adarequest@purdue.edu).
- Tax-related questions should be forwarded to [tax@purdue.edu](mailto:tax@purdue.edu).
- Hiring questions should be sent to [careers@purdue.edu](mailto:careers@purdue.edu).
- Compensation questions can be forwarded to [compensation@purdue.edu](mailto:compensation@purdue.edu).
- Leadership and development, goals and annual appraisal process, and Spring Fling or service award questions can be sent to [lod@purdue.edu](mailto:lod@purdue.edu).
- Employee training, communication and change management questions can be sent to [oecomm@purdue.edu](mailto:oecomm@purdue.edu).
- SuccessFactors Learning or LMS can be sent to [OElearning@purdue.edu](mailto:OElearning@purdue.edu).
- New@Purdue program questions can be sent to [newemployee@purdue.edu](mailto:newemployee@purdue.edu).
- [Strategic Training and Resources \(STAR\) program](#) questions can be sent [OEstar@purdue.edu](mailto:OEstar@purdue.edu).
- To find additional department contact information use the [HR Teams](#) page or if you are not sure what resource to utilize, please contact your [HR Business Partner](#) for additional guidance.

### **Strategic Planning of Staff Positions**

- Evaluate staffing requirements considering Purdue's strategic plan and the goals of your department or college. Engage with your leadership for guidance.
- Maintain accurate position descriptions ensuring each position reflects the university's classification structure. Ensure clarity of the role of each staff member, which includes unit expectations, duties and responsibilities. Engage with your [HR Business Partner and Compensation Analyst](#) for guidance.

### **Staff Recruitment and Hiring**

- Because hiring practices and procedures may vary, please consult with your business manager for the appropriate guidance. Following position approval, [HR Compensation Analyst](#) will conduct a position review, if necessary.
- From the initial creation of a staff position through the date of hire, hiring supervisors or their delegate work with HR Talent Acquisition. Involve HR Talent Acquisition to ensure fairness and compliance, ensuring that all interview questions and selection criteria align with Purdue's values. Utilize [Staff Recruitment and Selection Hiring Manual](#) or engage your [Talent Acquisition Specialist](#) for guidance.
- Prior to a new hire's start date, visit the [Onboarding New Employees](#) site for additional resources, which includes a New Employee Departmental Checklist, among other important information.

## **Professional Development, Career Advancement, Awards and Recognition of Staff Positions**

- Follow Purdue's Talent Development framework, identifying career and professional development opportunities along with identifying key staff positions critical to operations. Utilize [HR's Talent Development Guidelines](#) or engage [lod@purdue.edu](mailto:lod@purdue.edu) for guidance.
- Encourage staff participation in Purdue's [professional development programs](#), such as LinkedIn Learning, workshops offered by HR, and campus leadership seminars.
- Use [HR's Career Path Maker](#) framework to discuss opportunities for advancement and skill-building with staff members.
- When appropriate, nominate staff promotions. Utilize the [Staff Promotion Guidelines](#) and/or work with your [HR Business Partner and Compensation Analyst](#) for guidance.
- Merit increases are the main way staff can grow compensation within the same job. They are awarded annually after performance evaluations and depend on feasibility and leadership approval. Because merit pool allocation varies by unit, consult your leadership for details. For more information, visit the [Determination of Merit Increases](#) site.
- Additionally, nominate staff for [Purdue Awards and Recognitions](#) and celebrate achievements at unit-wide events.

## **Staff Performance Management**

- Establish staff [performance goals](#) that reflect Purdue's mission, departmental priorities and the supervisor's expectations for each rating cycle. Developing goals should be a collaborative process between the staff and the supervisor; however, the supervisor has final authority over each performance goal. Once finalized, the supervisor or the staff member may record the goals in SuccessFactors.
- Performance goals should be set early in the rating period, preferably by summer or early fall each year.
- Staff appreciate feedback throughout the year. The supervisor should review goals regularly with staff throughout the rating period. Regular check-ins ensure alignment on expectations, allow for timely coaching or course corrections, support employee development, and help prevent surprises during the annual review.
- Supervisor should complete annual staff evaluations in SuccessFactors, ensuring that performance ratings are objective, event-based, and consistent with departmental, college and institutional standards. Reference the [Performance Management Process and Resources](#) for the evaluation timeline to meet expected University deliverables. Engage with your [HR Business Partner](#) or [lod@purdue.edu](mailto:lod@purdue.edu) for guidance.
- Address staff performance and behavioral issues promptly throughout the year. Engage with your [HR Business Partner](#) for guidance.

## **Communication, Relationship-Building, and Supportive Work Environment**

- Conduct regular staff meetings and share updates relevant to institutional changes.

- Cultivate a feedback-rich environment, encouraging staff to use confidential reporting channels when necessary.
- Support flexible staff work arrangements in compliance with Purdue's [Remote Work Guidelines](#) and [Learning Resources](#) as appropriate, while also meeting unit needs. It is best to first review any departmental guidelines around flexibility, as leadership may prefer consistency in how these arrangements are offered.
- Purdue offers benefit-eligible staff varied leaves including vacation, sick time, paid parental leave and more. Utilize [Leaves/ Time Off/Disability Resources](#) to learn about these potential leaves and how best to ensure staff comply with appropriate requests. If you have a leave situation where you would like additional consultation, engage with your [HR Business Partner](#) for guidance.
- Connect staff with Purdue's [Employee Assistance Program \(EAP\)](#) and [HR Wellness Resources](#). Refrain from requesting or gathering health-related information from an employee. Engage with your HR Business Partner for guidance.

### **Staff Offboarding**

- When staff are leaving the University, notify your Business Office, HR Business Partner and Employment/Payroll Center with any supporting documentation. The Center will initiate the separation in SuccessFactors.
- Exit interview surveys are automatically sent to departing staff once Offboarding is initiated in SuccessFactors. Those wanting an in-person interview will meet with the appropriate HR Business Partner.
- Visit the [Offboarding Employees](#) site for more information.

### **Conclusion**

Effective staff management at Purdue University requires leaders to blend strategic vision with empathy, integrity, and a commitment to institutional policies. By following these best practices, grounded in Purdue's guidelines and resources, faculty supervisors can build high-performing teams, ensure compliance, and foster a work culture where staff feel respected, empowered, and engaged in advancing the university's mission.