



Manager Orientation

Human Resources

Jan 2026



HR Team



Human Resources by Functional Area



FAYE GILES
Assistant Director

Benefits

+ FML, Tuition Assistance



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Primary Site Contacts

Perf Mgmt, Prof Devel,
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Compensation



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Training & Development



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HRIS Admin



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Visa Management



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Workforce Lifecycle



- **Tactical HR** - “The Weeds”: day-to-day operations, ensuring immediate efficiency and stability
- **Strategic HR** - The “10,000-foot view”: focus on long-term goals, aligning people with business objectives, driving culture, and planning for future talent needs

Managers Role in each:

- **Tactical HR** - Understand there is (and why there is) a process in place.
- **Strategic HR** – Communicate your vision (early) for us to help you execute.

ATTRACT ME



<https://info.nrao.edu/hr/hiring-employment>

- Recruitment Guide
 - Hiring Managers Toolkit / Posting Templates
-
- Recruitment requires simultaneous use of tactical and strategic moves.
 - Process begins and ends with the manager.
 - Begin by evaluating the need (Strategic)
 - Requires pro**active** collaboration in all steps (Tactical)
 - Ends with selecting the best person to fill that need (both)
 - Hiring manager has **ownership** of all steps and the hiring decision.
 - Consistent, documented process is required for **compliance** with all Federal mandates and reporting requirements.

GET ME STARTED



<https://info.nrao.edu/hr/hiring-employment>

- Recruitment Guide
- Hiring Managers Toolkit / Posting Templates

Tactical – Dayforce Manager Onboarding Checklist

Strategic - Successful onboarding is not just completing paperwork.

- Peer Connect
- Schedule first day / week / 30 days
- Line up resources needed to be successful
- Communicate (and re-communicate) what is important.

DEVELOPMENT



<https://info.nrao.edu/hr/compensation/job-titles-families>

[Job Description Database / Career Paths](#)

<https://info.nrao.edu/hr/hr/Prof-Development/Prof-Development>

[Tuition Assistance](#)

Tactical – Know your resources

- Career paths, professional development, tuition assistance, OLC, promotions

Strategic – Be the Coach

- Coaches provide constant feedback
- Feedback (+ & -) = Engagement



MANAGE PERFORMANCE



<https://info.nrao.edu/hr/performance-management>

Dayforce Job Aides: Goals / Conversations / Overview

Dayforce Learning – Perf Mgmt Trainings for Employees / Managers

Tactical – Annual Review opens each Oct 1.



Strategic – Define Success

- Set expectations
 - Why does it matter / what are we trying to accomplish
- Track progress
 - Check in personally, according to agreed up on & regular cadence.
- Share feedback
 - Situation, Behavior, Impact

ENGAGE & MOTIVATE



<https://info.nrao.edu/hr/employee-surveys>

Tactical – Ask what motivate your staff (pay, time off, projects, the team, the mission).

- Complaints: Take all complaints serious.
 1. Say “Let me take care of that / look into that”
 2. Call HR
 3. Let HR investigate

Strategic – Hey, I noticed...” both behavior that you want to encourage and behavior to be improved

RECOGNITION



<https://info.nrao.edu/hr/employee-recognition>

Tactical – Star Award, Service Award, Distinguished Performance

Strategic – Project assignment, goal setting, thank you.

WISH ME FAREWELL



<https://info.nrao.edu/hr/hiring-employment/out-processing-paperwork>

Tactical – Termination of Employment form in Dayforce.
Ideally, HR needs at least 30 days notice for retirements.

Strategic – Helping employees exit takes clear communication
Voluntary – Knowledge transfer, Project completion
Involuntary – Performance / Conduct

HR Must Knows

- Policy
- Conflict
- Mental Health
- Work From Home
- Compensation
- Paid Time Off
- Family Medical Leave
- Americans with Disabilities Act
- Visa Sponsorship



Policy

<https://info.nrao.edu/hr/policy/>

Our critical policies are the foundation to our culture:

- Equal Employment Opportunity Non-Discrimination, Harassment and Bullying Statement
- Affirmative Action Plan Veteran Non-Discrimination Statement
- Anti-Sexual Harassment Policy
- Workplace Violence Prevention Policy - HR Policy 2.10 (Page 14)
- Drug Free Workplace Policy - HR Policy 2.11 (Page 18)
- Code of Ethics and Standards of Conduct and Workplace Bullying - HR Policy 2.13, 2.14, 2.15 (Page 30)
- [AUI Ethics and Integrity Line](#)

Conflict

- Ombuds: <https://info.nrao.edu/hr/ombuds>
 - Purpose: to provide informal assistance in surfacing and resolving workplace issues
 - Do not conduct formal investigations.
 - Do assist in identifying or creating options for resolution, including referrals to formal channels with investigatory powers
- Complaints: Take all complaints serious.
 1. Say “Let me take care of that / look into that”
 2. Call HR
 3. Let HR investigate

Mental Health

- From the CDC:
 - Estimated that 1 in 25 US adults live with a mental illness.
 - A person's mental health can change over time, depending on many factors.
 - Examples: working long hours, caring for a relative, or experiencing economic hardship.
- Resources:
 - Remind your team: "It's ok to not be ok."
 - Provide flexibility
 - Manager & team support
 - MHFA-trained staff
 - Employee Assistance Program
 - Five free sessions annually
 - <https://info.nrao.edu/hr/EAP/EAP>

Work from Home

<https://info.nrao.edu/hr/policy/telework>

- Revised telework (TW) policy in response to COVID's impact
 - Clear eligibility requirements.
 - Performance is a core factor in continuing an agreement.
- Increased work from home options means Managers must think through enhanced strategies for engagement & performance.
 - If not communicated, employees draw their own conclusions.
 - If an agreement is denied or rescinded, the decision must be well documented.
- Be aware of signs of social isolation
- Ensure employees know how to access resources & connect with their team and others.

Compensation

<https://info.nrao.edu/hr/compensation>

- Total Rewards includes compensation.
- Pay review is conducted on all hires, promotions. Look at qualifications, education, KSAs, and internal equity.

How do we price our jobs?

- Annual market benchmarking process – review of 30 jobs + pay scales.
- Conduct pricing any time a job description is changed and/or at the request of management.
- Use only third party published survey data with a match to our industry (non-profit / research & development) and appropriate labor markets.

Compensation

<https://info.nrao.edu/hr/compensation>

- Benchmarking exercise is used to review:
 - Pay Ranges
 - Equity spend
 - When funding is available, do an annual call for equity recommendations in collaboration with Assistant Directors.
- Merit Increases takes place in January.

Salary Increase Matrix Guidelines - FY25			
Performance Rating Score	Position In Range based on Compa Ratio		
	Lower (less than .9% of the range)	Middle (between .9-1.1% of the range)	Upper (greater than 1.1% of range)
Exceeds Expectations: goes above and beyond in terms of expectations for completion and execution in all areas	3.25-4.25%	3.0-3.50%	2.75-3.0%
Meets Expectations: Fully met expectations of this objective in all key areas (no major errors)	3.0-3.5%	2.75-3.25%	2.5-3.0%
Below Expectations: Performance was generally on track but there is room for improvement in areas that were within the incumbent's control	1.0-2.0%	1.0-2.0%	1.0-2.0%
Unacceptable Performance: Made little to no effort to re-negotiate the objective or seek guidance or assistance in achieving the objective	0-1.0%	0-1.0%	0-1.0%



Paid Time Off

- Managers need to encourage use of vacation throughout the year!
 - Annual carry over limit from one year to another is 192 hours for vacation and 864 hours for sick leave.
- Employees may request leave by sending the supervisor an email
- Annual leave chart for exempt and non-exempt employees below:

	Sick Leave (self or eligible family member)	Vacation Leave	Doctor Visit Leave (full time only)
Exempt (full-time)	120.12 hrs accrued (15 days)	192.14 hrs accrued (24 days)	32 hrs upfront (use it or lose it at end of year)
Non-Exempt (full-time)	120.12 hrs accrued (15 days)	96.20 hrs accrued for 1 st year (12 days) 192.14 after 1 year of continuous service	32 hrs upfront (use it or lose it at end of year)

*Upwards of 37 days off a year with vacation and 13 holidays.
Accruals for eligible part-time employees is based on their FTE*

Family Medical Leave (FML)

<https://info.nrao.edu/hr/benefits/family-medical-leave>

- FML is an umbrella of protection (job, benefits) for staff who need to be out due to illness (self or qualified relative) or due to military obligation
 - Staff qualify for FML protection after one year of employment and having worked 1,250 hours.
- FML Triggers:
 - **Out 3 or more consecutive days** due to employee's illness or illness of employee's qualified relative
 - Birth or placement of a child (e.g., adoption), Military Exigency
- Notify HR and encourage your staff member to contact HR.
- HR is the main point of contact with the EE and determines eligibility and approval under FML.

Americans with Disabilities Act

Accommodations under ADA/ADAAA

- Reasonable accommodation is a modification or adjustment to a job, the work environment, or the way things are usually done which will enable an individual with a disability to have an equal opportunity not only to get a job, but successfully perform their job tasks to the same extent as people without disabilities.
- Employees only have to let the employer know they need an adjustment or change at work for a reason related to a medical condition.
 - can use "plain English" , does not have to say "ADA" or use the phrase "reasonable accommodation" and does not have to be in writing.
- HR will request supporting documentation
- Required to perform an individualized assessment of current circumstances and to participate in an informal interactive process to explore accommodations.

Americans with Disabilities Act

Be mindful of accommodation requests

- Examples of reasonable accommodations from the EEOC:
 - Making existing facilities accessible
 - Job restructuring
 - Leave (paid or unpaid)
 - Allowing a part-time or modified work schedule
 - Acquiring or modifying equipment
 - Modifying applicable workplace policies
 - Changing tests, training materials, or policies
 - Providing qualified readers or interpreters
 - Reassignment to a vacant position
- Examples not considered forms of reasonable accommodation
 - Removing or eliminating an essential function from a job
 - Lowering standards
 - Providing personal use items such as a prosthetic limb, a wheelchair, eyeglasses, hearing aids, or similar devices if they are also needed off the job

Visa Sponsorship

The Observatory will consider sponsorship for:

- J1 Visa – Scholar type appointments – NRAO Post Doc, Jansky Fellow, Research Associate, and
- H-1B* – Specialty occupations that typically require completion of a BS (or foreign equivalent). Examples: Software Engineers, Electronics Engineers, Scientists.

* Initial H-1B visa consular petitions are subject to a **\$100K** fee as of 2025!

Visa Sponsorship

Considerations for Managers:

- Don't commit to sponsorship before talking to HR.
 - Cost
 - Justification
- Don't commit to telework or remote work without FIRST talking to HR.
- HR must know where our J1 visa holders live and when they are traveling internationally.
- The H-1B visa is considered "dual intent" – we may apply for Permanent Residency (green card) if on an H1B – not an immediate guarantee upon satisfying current/updated criteria.

HR Takeaway: Manager Do's and Don'ts

- Do:
 - Say “Thank you!”
 - Say “Hey, I noticed...”
 - Say “Let me take care of that / look into that”, then call HR
 - Know your employee(s) preference for check ins / feedback
 - Make your communication & performance expectations clear
 - Document conversations
 - Talk to HR
- Don't:
 - Use the annual evaluation to share a performance shortfall(s) for the 1st time.
 - Ask for medical information or share personal / confidential information
 - Allow your employee to sign up for a professional development class before they have submitted their PD application
 - Suffer in silence



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