ALWAYS

- Be respectful and fair with all staff and be aware of how your actions may be perceived by others.
- Give regular performance feedback, prepare annual evaluations, and find time to discuss performance.
- Document poor performance in writing, supported by records of meetings, notes, and e-mails for each employee.
- Consult the Project Director/Employee Guide on the RF/CUNY website for guidance and updates.
- Arrange for employees to use all accrued annual leave within their appointment period (Time & Leave Policy 506E).

Contact your campus Grants Officer or the Research Foundation, 212-417-8604, before taking any adverse action against an RF employee.

- Contact one of your college’s Client Services Representatives at the RF for questions concerning payroll or benefits.
- Contact the Office of Employment Policy & Practice (E&P) at the RF regarding H-1B visas.
- Contact your Foreign/International Student Advisor’s Office regarding foreign student (F and J) visas.
- Monitor budgets to prevent over-expenditure.
- Always pay employees for the actual hours that they worked at their authorized hourly rate, or, if they are in an exempt position, their set bi-weekly salary (regardless of hours worked).
- Check with every other PI if a new applicant/employee will be working concurrently on other projects to be sure that the employee will receive appropriate overtime payments should the need arise, and to verify the employee’s fringe benefit rate.
- Observe and enforce all RF and CUNY policies including intellectual property, use of facilities/equipment, and protection of human subjects.

NEVER

- Make any employment decisions or treat employees differently due to their gender, religion, race, age or any other non-work related reason.
- Take any action against an employee that adversely affects his or her terms and conditions of employment without first consulting with the Office of Employment Policy and Practice at the Research Foundation at 212-417-8604. An adverse action may include discipline, suspension and termination.
- Criticize or disparage staff over non-work related matters.
- Ignore employee complaints. Complainants should be directed to the Office of Employment Policy & Practice at the Research Foundation.
- Treat an employee who has filed a complaint, or who has criticized you or the project, harshly or differently from other staff. Be mindful that your actions may be perceived as retaliatory.
- Pay employees demonstrably disparate pay rates for performing the same work.
- Require or allow someone else to require a non-exempt employee to work more than 40 hours per week unless you pay that employee 1.5 times their hourly wage rate for such overtime hours.
- Discourage employees from taking annual leave time or encourage employees to carry over accrued annual leave to the next award cycle.
- Deny leaves of absence without first discussing the policy and legal obligations affecting such leaves with the RF.
- Question an employee’s health condition when a medical leave of absence is requested. Refer the request to the RF.

The Research Foundation wants every Principal Investigator to succeed in carrying out his or her sponsored programs. Sometimes those we employ on behalf of PIs encounter treatment in the workplace that results in poor morale, decreased productivity, and costly grievances. To help guide PIs through the sometimes dizzying array of laws, rules, regulations and contract provisions that exist for the protection of employees, we offer the following guidelines. If you take away only one thing from this pamphlet, it is this - CALL US FIRST. By doing so, you and we can work together to achieve your staffing objectives and avoid unnecessary complications along the way.

- Comply with all government, RF and CUNY safety protocols.
- Contact the Office of Employment Policy and Practice at 212-417-8604 for issues about an employee’s performance or other circumstances that may require discipline, suspension or termination.

Easily locate all RF policies and Central Office staff at www.rfcuny.org
REMEMBER

The Research Foundation has the experience and expertise to help you achieve your objectives or get you through a rough patch with a member of your team.

Don't try to go it alone or the consequences could be serious for your project, for your institution, and for the RF.

(This pamphlet is also available online at www.rfcuny.org.)