

the Personnel Touch

Prepared monthly by FIU Personnel Department.
An internal communication on FIU Personnel matters, policies, procedure and benefit information. Suggestions on content may be sent to the Personnel Department, PC 220, Extension 2576.

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PREFERRED PROVIDER OPTION OF THE STATE HEALTH INSURANCE PLAN

The telephone number listed for Baptist Hospital on the Preferred-Provider-Care Hospitals and Physicians listing is incorrect. The correct number is 596-1960. Please make a note of this correction.

UNIVERSITY SICK LEAVE POOL

During the month of April there will be an open enrollment for the University Sick Leave Pool.

All full-time Faculty (including 9-month appointments), A&P and Career Service employees may enroll after completion of one year of employment with the State, provided a minimum of 64 hours of unused sick leave has been credited to the employee at the time of enrollment.

Upon acceptance to the Sick Leave Pool, an employee will be required to contribute eight (8) hours of sick leave to the Pool.

Enrollment forms are being mailed to all eligible employees during the first week of April. If you have not received an enrollment form, you may pick one up at the Tamiami or Bay Vista Personnel Office, or call Ada Salzburg at 554-2181, Tamiami, or Betty Wright at 940-5545, Bay Vista. Return forms to Human Resources, PC 220.

GREATER CONVENIENCE, FOR ALL EMPLOYEES, AT BVC

A branch of the Credit Union opened at BVC on March 20, 1985. This facility is located in Academic I, adjoining the Cashier's office. The office is open every Wednesday and the hours of operation are 11:00 a.m. - 3:15 p.m. The phone number is 940-5582.

The new office provides the same services offered by the Tamiami Campus office, which continues to be open Monday, Tuesday, Thursday, & Friday. Toby Disbrow, the current manager at Tamiami, also serves the Bay Vista Campus. The Tamiami number is 554-2499. Feel free to call Toby at either number to arrange for any special services you may need.

FREE CHECKING ACCOUNT GUIDELINE CHANGES

NOTICE FROM CORAL GABLES FEDERAL:

Any insufficient fund check, whether covered by deposit or payroll direct deposit, will be charged a fifteen dollar (\$15.00) fee.

Automatic Teller Machine (ATM) cards will not be accessible to withdraw funds if customer has had any insufficients. Customer must contact originating branch to have ATM card released from "Warm Card Status".

Any account that has a total of "10" insufficient fund checks will be automatically closed by Coral Gables Federal or by the owner. (Notice will be given).

HEALTH FAIR RECREATIONAL SPORTS ACTIVITIES

On Tuesday, April 9, Recreational Sports is sponsoring a variety of recreation related activities in conjunction with this year's Health Fair Week. A list of scheduled events from 12:00 noon to 10:00 p.m. include a Powerlifting Competition, Martial Arts Demonstration, Aerobic Instruction, a Basketball Free Throw Contest, Leisure Service exhibits, sport club recruitment and a Body Building Exhibition among others.

On Wednesday, April 10, Recreational Sports is also sponsoring an Awards Luncheon at the new Aquatic Center on the Bay Vista Campus at 12:00 noon. Participants from this year's Recreational Sports activities will be honored with trophies, plaques, T-shirts, certificates, etc. An aquatic demonstration is scheduled as well. The cost for the health lunch is \$2.00/person. Please call for a reservation.

Interested employees should plan to participate in any or all of the above activities. For further information, call or visit Recreational Sports on the Tamiami Campus at 554-2575 in W-9 Building, or on BVC at 940-5808 in SC-260.

UNIVERSITY FACT BOOK

The Office of Resource Analysis has published the 1984-85 edition of the University Fact Book. Due to high cost, a limited number of these books was produced. They were distributed to vice presidents, deans, and academic department chairpersons.

Over the years, the Fact Book has proven to be very valuable in providing supportive information about the University to University personnel who write proposals and other documents. If you have need to review some of the facts and figures about the University, you can find a copy of the Fact Book in the office of your vice president, dean, or academic chairperson.

SOME FEELINGS OF MIDDLE MANAGERS

Sometimes it is stressful to middle managers who have hot, bright ideas that will enhance their operations and solve problems, but find they cannot immediately implement their ideas. Rather, they must wait for top management's approval which, in the mind of the middle manager, takes forever. Many middle managers have been known to say, "I have the responsibility but no authority." An analysis of the types of situations that exist in organizations may help middle managers better understand organizational dynamics, become less frustrated, and "go with the flow" when they must wait for higher level approval.

According to Dr. Emanuel Kay, in his book, The Crisis in Middle Management, there are 4 main situations regarding authority that cause middle managers to say, "I have the responsibility but no authority". The situations are:

- A. Authority which is withheld explicitly.
- B. Uncertain authority.
- C. Contingent authority.
- D. Extrafunctional authority.

Middle managers' having a clear understanding of these situations may lessen their tension when they find themselves in one of the situations.

A. Authority which is withheld explicitly.

In policy manuals these restrictions usually come under the title of well-spelled-out approval authorities. Dr. Kay contends that restrictions of this type usually do not cause many problems. He says, "They may be annoying but they apply to everyone, and they do (or should) make good business sense".

B. Uncertain Authority.

Managers find themselves in situations where they are uncertain of their authority or where conditions

make them hesitant about using their authority. An example of the latter is dismissal of a popular colleague's spouse, friend, child ... for poor performance. In some instances, a manager may take some action in an uncertain or unfamiliar situation only to find later that the organization disapproved of what was done. If open, supportive dialogue is absent, these uncertainties make managers overly cautious or at time freeze them into very limited spheres of action.

C. Contingent Authority.

Middle managers must wait until their boss makes up his/her mind, and sometimes must also wait for their boss to convince the top manager in another unit. So the questions are, "When will the boss make up his/her mind?" and "Will he/she be able to convince the other top manager to support the approval?" In these respects, middle managers' authority becomes contingent on their boss's timeliness and effectiveness.

D. Extrafunctional Authority.

Middle managers feel constrained in exerting authority or influence on equal managers in other units. An example would serve best to illustrate this situation.

Manager A heads a production unit. A full staff and promptness are essential to his/her unit; consequently, Manager A manages in a no-nonsense style and tolerates very little in the way of absenteeism and tardiness. He also readily processes disciplinary actions for tardiness and absenteeism.

Another manager, B of the R&D unit, allows employees to come in late, and employees in unit A inform Manager A of that. Manager A is annoyed and embarrassed by that. So he calls Manager B, explains his problem and solicits his cooperation in getting unit B people to arrive at work on time. Manager B points out that "we're different; our work situation is different; I've got the morale of my people to think of, and I can't regiment them to solve your problem. It would just create one for me and good scientists and engineers are hard to come by ... It is clear that Manager A lacks the authority to get Manager B to have his people come to work on time (which, in this case, is a problem only to Manager A).

Extra functional authority is not an uncommon situation. University training programs can be designed to address interpersonal skills to help middle managers in problem solving and conflict resolution among themselves. For more information, call Gene Pugh at 554-2576.