Human Resources Training

Performance Management Training
Module 3:

Managing the 3%
Classified Employees

April 2010
Objectives

By the end of this module participants will be able to:

- Locate resources to assist in managing their employees (Unit Guidelines and Protocols, Collective Bargaining Articles, OUS and WOU policies).
- Know the importance and best methods of fact-finding.
- Know when and how to address concerns, when to do so in writing, and the most appropriate methods to use.
- Locate and utilized the guidelines for writing a Letter of Expectation (LOE).
- Understand when to use an Employee Support Plan in conjunction with an LOE, and how to develop one.
Workplace & Performance Expectations
(Guidelines and Protocol)

These serve to:

- Put employees formally on notice.
- Proactively address recurring issues/problems.
- Provide a consistent reference point.
- Communicate consistent standards upfront.
- Confirm when employees received them by the date of signature.
## Collective Bargaining Agreement Language

<table>
<thead>
<tr>
<th>Article Name</th>
<th>OUS-SEIU</th>
<th>WOU-AFT</th>
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<tr>
<td>Employer / University Rights</td>
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<td>Trial Service</td>
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<td>Leaves without Pay</td>
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<td>Vacation Leave</td>
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Critical WOU Policies are:

- Acceptable Use of Computing Resources
- Discrimination and Harassment
- Consensual Relationships
- Employee Assistance Program
- Equal Employment Opportunity and Affirmative Action
- Inclement Weather
- Reasonable Accommodation Policy
- Safety Policy
- Conditions of Employment 12-Month and 9-Month Appointments
Gathering the Facts

1. Be timely
2. Identify the issue
3. Gather supporting evidence
4. Meet with the employee
5. Listen
6. Determine how best to proceed
Performance Management Tools

1. Trial Service
2. Clarification of Expectations
3. Employee Support Plan
4. Verbal Warnings
5. Written Warnings
Trial Service

- Each employee appointed to a position shall serve a TS period.
- Temporary employment does not count towards TS.
- TS for part-time and seasonal employees is generally 1040 hours.
- TS may be extended (allow 30 days).
- Interim performance appraisal reviews for TS employees is needed.
- At the end of TS the employee gains regular status; OR is removed.
- Do not wait until the end of TS to remove an employee.
Clarification of Expectations (LOE)

If supervisor expectations have not been met:

• Clarify them with the employee.

• You can do so verbally or in writing by creating a Letter of Expectations (LOE).

• Putting concerns and/or expectations in writing for an employee is a concrete tool in addressing job performance and behavior concerns.

• For most employees getting something in writing feels very serious; others may become angry or react defensively.

• It is important to draft the LOE in first person and write the LOE in a positive, supportive manner.

• List what the expectations are and specify how the employee can meet them.
Employee Support Plan

- An Employee Support Plan is often used in conjunction with an LOE to address job performance issues.
- An Employee Support Plan is never appropriate to use when addressing behavioral concerns.
- An Employee Support Plan sets specific objectives to help the employee meet job performance standards within an identified timeframe.
- An Employee Support Plan uses specific metrics and feedback help the employee succeed in meeting Performance Standards.
Verbal Warning

- Verbal warnings are generally used to address an immediate concern that needs to be corrected, but does not rise to the level of needing to be addressed in writing.

- To be effective verbal warnings need to be:
  - **Immediate** – if not immediate – employees may question the importance of what you are telling them.
  - **Based on fact** – be sure you have all of the facts – complete and truthful – you want to avoid “he said/she said” situations if possible.
  - **Documented in your working file in detail** – may need to show efforts made with the employee if formal discipline becomes necessary.
Written Warning

- Written Warnings are used when previous coaching efforts have failed to produce the desired results.
- Written Warnings would not be appropriate for remedying situations where an employee didn’t know or understand performance expectations.
- If you have provided previous coaching and clarifications to help the employee succeed and the employee doesn’t seem to get it, a Written Warning is the strongest informal tool a supervisor can use.
Written Warning

- Addresses the area(s) of concern as demonstrated by a specific recent instance.
- Does **not** list history.
- Does **not** list specific details of the instance in question.
- Should cover what is expected in the future.
- Does include a general statement that specific improvement is needed.
- Does **NOT** include a specific jeopardy statement (e.g. further ...will lead to implementing progressive discipline up to and including dismissal).
- Does **NOT** require an employee signature.

**Note**: Unions may say a Written Warning is discipline. Work with Human Resources if this non-disciplinary tool being considered.
Working with Human Resources

HR is your best resource:

- to help determine what may be causing the concerns.
- to identify the business needs governing the position.
- to help determine when or if the employee will return to work of absence is the issue.
- to identify alternative options for consideration.
- to ensure that actions are fair, honest, and compassionate.
Working with Human Resources

Contact the HR Office to explore available options:

- Schedule a formal investigatory meeting.
- Contact the employee’s medical provider.
- Consider less than 40 hour work week.
- Medical leave of absence.
The hope is that by using these various informal coaching and counseling tools, the employee will get the message; and a “Word to the Wise” will be enough.

However, if problems continue, we move to more formal corrective actions:

“Progressive Discipline” (Module #4)