



# 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

---

<b><u>Article Name</u></b>	<b><u>OUS-SEIU</u></b>	<b><u>WOU-AFT</u></b>
Employer / University Rights	9	12
Union Rights	10	3
Personnel Records / Files	16	9
Discipline and Discharge	17	10
Grievance	18	13
Differentials	20	
Salary Administration	22	16
Overtime	25	N/A
Filling Vacancies/Appointments	32	6
Trial Service	34	N/A
Sick Leave	40	N/A
Leaves with Pay	43	N/A
Leaves without Pay	44	N/A
Vacation Leave	47	N/A
Work Schedules	55	N/A

# WOU Policies

---

## **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 if 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.

## Still All Informal At This Point

---

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)