
Herbert Wertheim College of Medicine

Employee Relations Training for Supervisors

**Human Resources
January 2017**

Herbert Wertheim College of Medicine Employee Relations

AGENDA



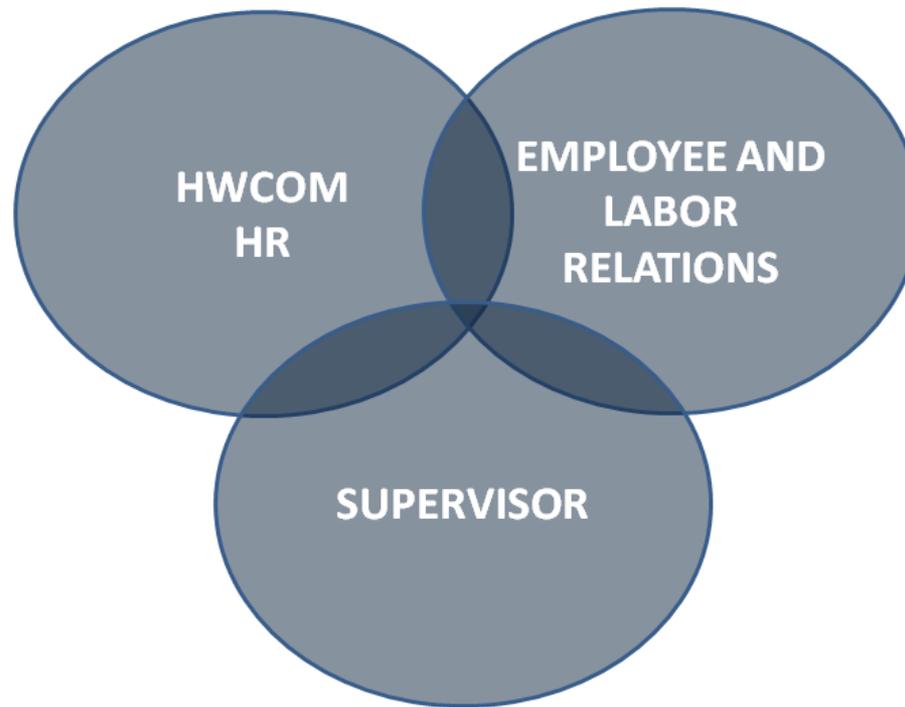
- Case Study
- Employee Relations – Overview
- Managing Employees
- Potential Issues
- Next Steps
- When you may need to contact us
- Disciplinary Actions – Formal or Informal
- Verbal Counseling
- Documentation
- Performance
- Written Reprimand/Performance Action Plan
- Separations of Employment
- Case Study

Employee Relations Case Study



Employee Relations

Employee Relations - Overview



Employee Relations Managing Employees

- Comply with University Policies and Procedures
- Establish clear/defined expectations; duties/responsibilities; goals/objectives
- Effectively communicate, provide coaching and feedback (both positive and constructive)
- Manage behavior and performance consistently
- Follow through
- Professional Development
- Always lead by example



Employee Relations Managing Employees

- Fear
- Avoiding possible confrontation
- Lacks knowledge about managing
- Too time consuming
- Interferes with personal relationships



Employee Relations

Managing Employees

Behaviors That Help	Behaviors That Hinder
Showing respect for opposing views	Arguing
Confronting the facts	Becoming defensive
Maintaining eye contact	Becoming emotional or personal
Remaining calm	Avoiding process
Effective listening	Failing to be consistent
Provide concrete examples	Lacking empathy

Employee Relations Potential Issues

- **Attendance**
- **Performance**
- **Behavior**
- **Others**



Employee Relations

Potential Issues

ATTENDANCE

David is a Coordinator. He has been in the position for 15 years. His work schedule is from 8:30 a.m. to 5:00 p.m. You have recently noticed that David is not at his desk at 8:30 a.m. He seems to be arriving closer to 8:50 a.m. each day.

PERFORMANCE

Sara is an Assistant Director. She has been in the position for 6 months. She has been tasked with administering a survey to the University community and completing a summary report of the results. Sara submitted a report with numerous errors and was asked to resubmit a final report after making corrections. Sara was provided a deadline but has since requested, and was granted, an extension. To date, Sara has still not provided the report.

BEHAVIOR

Allen is an Administrative Assistant. He has been in the position for 2 years. He has consistently performed his assigned duties and responsibilities well. It has recently come to your attention that he is not getting along with his co-workers.

Employee Relations Potential Issues

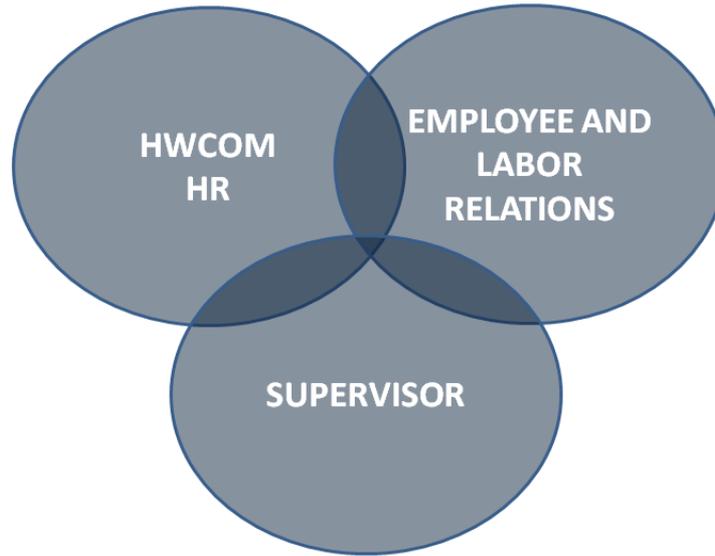
Share your experience with us....

What went right?

What would you do differently?



Employee Relations Next Steps



Employee Relations

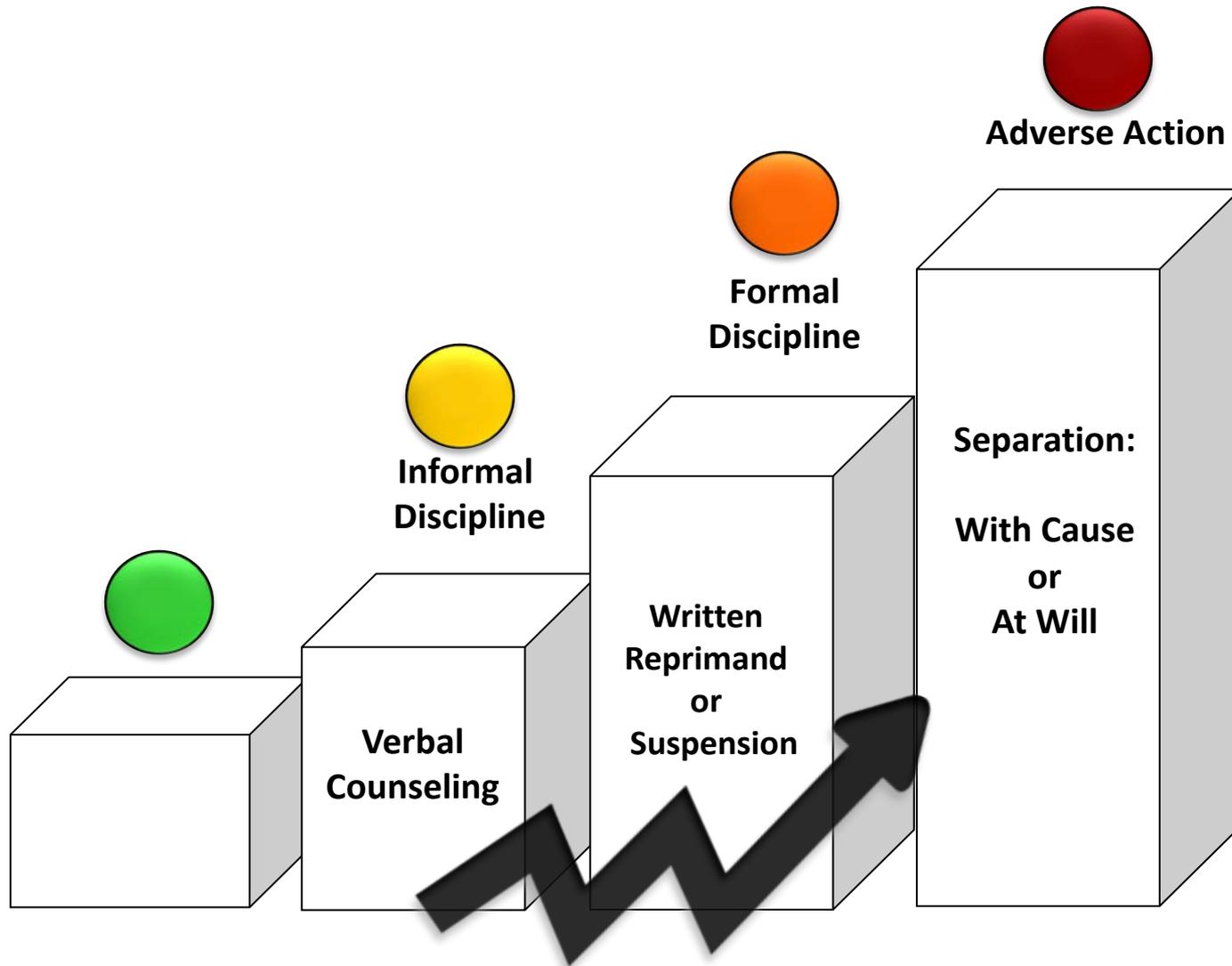
When you may need to contact us

- If you are unsure how to handle an issue
- After you have verbally coached the employee on a matter and improvement is not sustained
- If an act is so egregious it must be addressed immediately beyond a verbal counseling (ex. physical fight)
- Prior to any separation



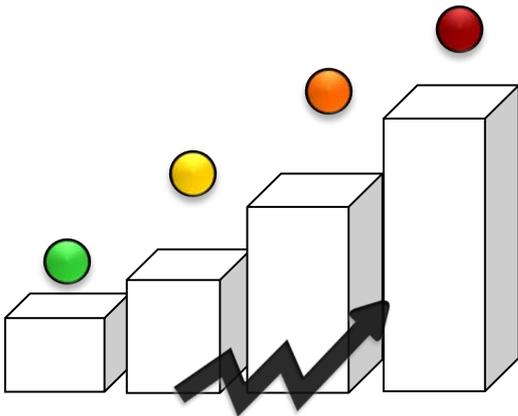
Employee Relations

Disciplinary Actions – Formal or Informal



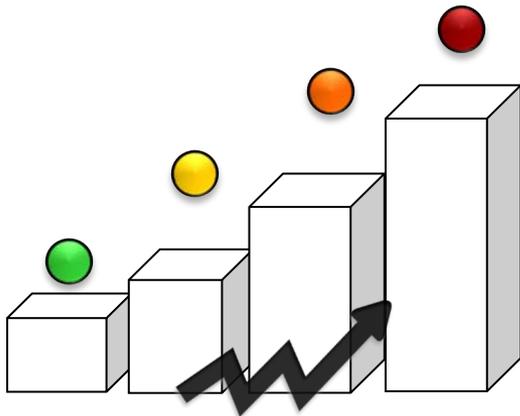
Employee Relations Verbal Counseling

What is the objective of Verbal Counseling?



Verbal Counseling

Provides employees with direction, support and constructive feedback to correct problems



Employee Relations

Verbal Counseling

Steps for Verbal Counseling

1. Meet with the employee
2. Address the ***facts*** (provide supportive concrete examples)
3. Give an opportunity to the employee to provide ***feedback***
4. Explain the ***impact*** (provide examples)
5. Set clear ***expectations***
6. Follow up with a ***written summary***



Employee Relations

Verbal Counseling

Example of Verbal Counseling (Talking Points)

ADDRESS THE FACTS: I asked to meet with you because I would like to review the recent memo you sent to the division. There were several typos and grammatical errors in your memo. You also included the wrong date for the event. *(Have the document available for review during the discussion.)*

REQUEST FEEDBACK: Is there something that happened that may have caused the errors?

EXPLAIN THE IMPACT: This reflects poorly on our office as this memo included critical information being sent to everyone in the division. We now have to send a corrected memo and this may cause confusion.

SET CLEAR EXPECTATIONS: As I have discussed with you in the past, it is important to pay attention to detail and proofread your work. It is concerning that a thorough review did not take place before sending this out. As you draft memos, please utilize the spellcheck feature in Word, ensure the content is accurate and proofread your work.

Is there something I can do to assist you in improving within this area? Let's discuss a plan moving forward to assist you in avoiding these types of issues.

Employee Relations

Verbal Counseling

Example of Verbal Counseling (Template Email)

Good Afternoon -INSERT EMPLOYEE NAME-

I am writing to summarize the conversation we held on -INSERT DATE AND TIME-. You and I met to discuss...

INSERT TOPIC and supporting/concrete examples

- Insert date and details

You explained...

- Description of employee response

I then explained to you the impact of -INSERT TOPIC- was having in our department:

- Description of impact

As discussed, the expectations in regard to -INSERT TOPIC- moving forward are the following:

- Description of expectations

Employee Relations

Verbal Counseling

Example of Verbal Counseling (Follow up Email)

Good afternoon Employee,

I am writing to summarize the conversation we had today at 2:30 p.m. You and I met to discuss the recent customer complaint from the call you handled last Friday, 03/15/2016. As we discussed, the customer was concerned with your demeanor during the call and specifically the tone you used when responding to their inquiry. It was reported that you raised your voice, told the customer the University would not accept their request and provided no alternative in response to their needs.

You explained that you were already having a bad day and the customer, himself, began raising his voice and you were simply responding to his inappropriate tone. You stated that you did not provide any resolution because what he was asking to do was something you do not have the authority to approve, as this is an exception to our normal procedure.

As we discussed, when a customer becomes upset and you are not able to assist the customer to their level of expectation, you need to remain professional and place the employee on hold while you escalate the matter to a supervisor. If a supervisor is not available at that time, you are expected to record the customer's contact information and let them know a supervisor will contact them shortly to resolve the issue, and thank the customer for their patience.

You must show immediate and sustained improvement in this area. As a result, you will be attending the customer service workshop offered by Talent Management & Development on Friday, 03/22/2016. If there is additional training or resources you feel would be helpful to you, please let me know.

As always, if you have any questions or concerns, do not hesitate to bring this to my attention.

Thank you,

Manager

Employee Relations Documentation

Always Keep Notes & Supporting Documentation



Employee Relations Documentation

Example of Internal Documentation

- 2/18/16 – Arrived 3.5 hours late (sent email at 9:00am) – Traffic
- 2/24/16 – Arrived 2 hours late (sent me text at 8:00am)
- 3/4/16 – Arrived 2 hours late (no notification)
- 3/20/16 – Arrived 3 hours late (sent me text at 7:45am) – Child sick
- 3/24/16 – Called out sick (sent me email at 8:20am)
- 4/16/16 – Called out sick
- 4/17/16 – Called out sick
- 4/23/16 – Had to leave 3 hours early
- 4/24/16 – Arrived 2.5 hours late (no notification)
- 4/29/16 – Called out sick (sent me email at 8:30am)

Employee Relations Documentation

Example of Internal Documentation (notes to self)

Met with Employee on 03/19/2016 at noon. Addressed her tardiness (30 minutes late on 03/17/2016, 03/18/2016 and 03/19/2016) and the impact of the front office area not being staffed. She explained she had been oversleeping. Agreed Employee would make the necessary adjustments to be here on time, everyday. Employee understands if she continues to be tardy, disciplinary action may follow.

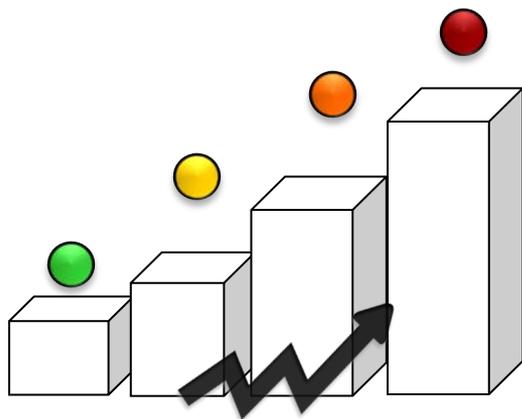
Employee Relations Performance

Ensure Annual Evaluations accurately reflect the employee's performance during the fiscal year



Written Reprimand/Performance Action Plan*

Written document that is included in the employee's personnel file that addresses infractions of organizational rules and/or unacceptable conduct; performance challenges



*Must be written in collaboration with ELR

Separations of Employment

- Involuntary Separation
- Layoff
- Job Abandonment
- Resignation

Employee Relations Case Study



Employee Relations Contact Information

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Employee Relations Questions & Feedback

