

Evaluation, Progressive Discipline, and Risk/ Liabilities

*(The Super Fun Parts of
Management Responsibilities)*

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Evaluations

(AKA - The Super Fun Part of Management!)

- ▶ Most managers don't like giving them and most employees don't like receiving them
- ▶ Don't focus on downside - they are intended to celebrate employee successes and help employees perform better - it's a communication tool!!!
- ▶ New goals to meet, opportunity for exciting and enjoyable work

Evaluation - The Process

- ▶ Set expectations
- ▶ Offer support (We are the Benevolent Employer)
- ▶ Provide regular feedback (Yes, that means more than once a year...)
- ▶ Reward success or offer discipline where needed - What??? Yep, it's not all roses!!!

Evaluation - Set Expectations

(You Better Have a Backbone - Or Else, Get Out Now!!!)

- ▶ As soon as an employee shows signs of not meeting your expectations, immediately step in and clarify what needs to change
- ▶ State your expectations
- ▶ Describe how expectations can be met and when they are not met
- ▶ Formal and informal conversations

Evaluation - Offer Support

(WTF?!?! <<< Normally not an appropriate “official” response)

- ▶ Discuss employee’s poor behavior or performance and how you can help get them back on track (e.g. encourage positive behavior, provide positive feedback, provide coaching in communication skills, reminder through EAP, provide a conflict mediator)
- ▶ Work with employees to find the right resources, encourage/ foster internal motivation, assist in skill development, exemplify the right kind of behavior, and serve as a partner in the employee’s journey to performance improvement.
- ▶ Help employees find their own solutions rather than telling them what to do (What is the status? How can I help you? What are your solutions? Can you walk me through your thought process? What other approaches might you take next time?)

Provide Regular Feedback

(But I'm so busy all the time - I can't be expected to communicate regularly...

STOP!! This is literally your main job as a manager!)

- ▶ Daily
- ▶ Weekly
- ▶ Monthly
- ▶ Annually
- ▶ As Needed

Evaluation - Reward Success

(Some employees need public accolades. If that's not your thing - TOUGH LUCK, know it, learn it, and do it!)

- ▶ A handwritten thank you note
- ▶ Celebrating with ice cream in a staff meeting
- ▶ Giving extra responsibility that helps prepare for a future promotion
- ▶ Publicly thanking the employee in a newsletter

Evaluation - Communication

(OMG - Stop Already with This...Beating a Dead Horse..)

- ▶ Tell employees exactly what you need and expect << Seems easy, eh??
- ▶ Give them all the information they need before they set out to do a job << Sometimes it's you and not them.
- ▶ Don't wait until they didn't do something right and then correct them
- ▶ Don't wait until an annual performance evaluation to tell them they are doing something right
- ▶ Regularly check in with the employee on the goals set during the annual evaluation, and modify goals, as needed
- ▶ Maintain open and honest dialogue throughout the year << Easier said than done!
- ▶ Be a coach who encourages and motivates success. Provide additional resources when possible.
- ▶ Offer constructive feedback and document those conversations so you have them for the performance evaluation

Progressive Discipline

(Usually the Crappiest Part of Management's Job...)

- ▶ Most managers don't like giving and pretty much all employees don't like receiving
- ▶ The goal as a supervisor is not to punish the employee (unless it's really necessary)
- ▶ The goal as a supervisor is to help the employee behave appropriately and produce appropriately.

Progressive Discipline

(Know What You're Doing. Ask for Help)

- ▶ Tip # 1: Understand your organization's progressive discipline policies, inside and out, *before* trouble starts. Make friends with HR.
- ▶ Tip # 2: Decide what type of discipline is most appropriate
- ▶ Tip # 3: Know the difference between conflict and harassment
- ▶ Tip # 4: Give an oral warning in the proper manner
- ▶ Tip # 5: Turn to written warnings, if needed

Risks and Liabilities: Hypothetical Question

“I’m on my day off having lunch with a friend of mine (who happens to be someone I’ve supervised at work for years). What if my friend then tells me about a situation of potential bullying in the workplace? That doesn’t obligate me to do this ‘duty to act,’ because this is just between friends on a day off, right?”

Risks and Liabilities

- ▶ **#1: Know the Respectful Workplace Policy:**
- ▶ **#2: Make Expectations Clear Regarding Behavior and Conduct**
- ▶ **#3: Know the Warning Signs**
- ▶ **#4: Respond to Concerns and Complaints**
- ▶ **#5: Be Aware of the Culture and Atmosphere in Your Workplace**
- ▶ **#6: Don't Wait for Official Complaints**

Why Would I Want to Become a Manager?

- ▶ A manager can make or break a department.
- ▶ If it were an easy job, anyone would do it.
- ▶ Know that you can make a HUGE impact on the organization
- ▶ It's not easy...
- ▶ People are weird.
- ▶ You will be fulfilled, frustrated, confused, and ecstatic - sometimes all in the same day!