

Building the Skills to be a More Effective Manager



INSTITUTE OF AGRICULTURE
AND NATURAL RESOURCES



Our Lens

- Employment Law
- University HR policies, State/Federal Laws
- Things that keep us up at night

We're Here to Help



Build Confidence



Share Tools



Provide Support

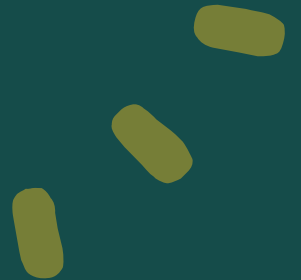
A photograph of a person's hands holding a white rectangular sign. The sign has the text "IT'S ALL ABOUT RELATIONSHIPS" written in large, bold, red capital letters. The background is a blurred crowd of people, with many wearing red clothing, suggesting a large gathering or event. The entire image is set against a dark teal background.

**IT'S ALL
ABOUT
RELATIONSHIPS**



**One meaningful
conversation per week with
employees develops
high-performance
relationships more than
any other single
leadership activity.**

-GALLUP



What is the Supervisor's Role?



Lead and empower
your team

Maintain performance
norms in the workplace

Fairness is Key

Employees are more engaged and productive if they are treated fairly.

Employees are less likely to file claims.

Employees who have been treated fairly are less likely to win a claim.

Standard of “Good Faith and Fair Dealing”



Does the employee **know what is expected** of them?



Does the employee have **a reasonable opportunity to meet expectations**?



Does the **employee know when they are not meeting expectations and understand the impact and potential outcome**?



Are you **objectively reviewing** the situation?

Continued on next slide

Standard of “Good Faith and Fair Dealing”



Are you allowing your employees to voice **their side of the story**?



Are you **communicating respectfully** with all your employees?



Are you treating employees in a **consistent manner**?



Were our **policies followed**?

Setting Expectations - Spend the Time on the Front End

- **WWWF**: **WHO** does **WHAT** by **WHEN** and how do we **FOLLOW UP**?
- Where is there flexibility?
Where is flexibility not appropriate?
- What decisions can the employee make independently?
When does the employee need to check with you before moving forward?



Setting Expectations – Be Detailed and Specific



Check-ins Are Essential

Check on Progress Informally
Performance/Behavior
On track? Not on track?

Ask- What do you need from me?



Setting Expectations

VAGUE

Make sure you
enter your time.

CLEAR

It's your responsibility to
enter your hours daily and
release your time every
week on Thursday.

Setting Expectations

VAGUE

We all need to be team players.

CLEAR

As a member of our team, I expect that you coordinate your lunch break with your coworkers to make sure we have appropriate coverage.

Setting Expectations

VAGUE

We need to be accountable for our time when working remotely.

CLEAR

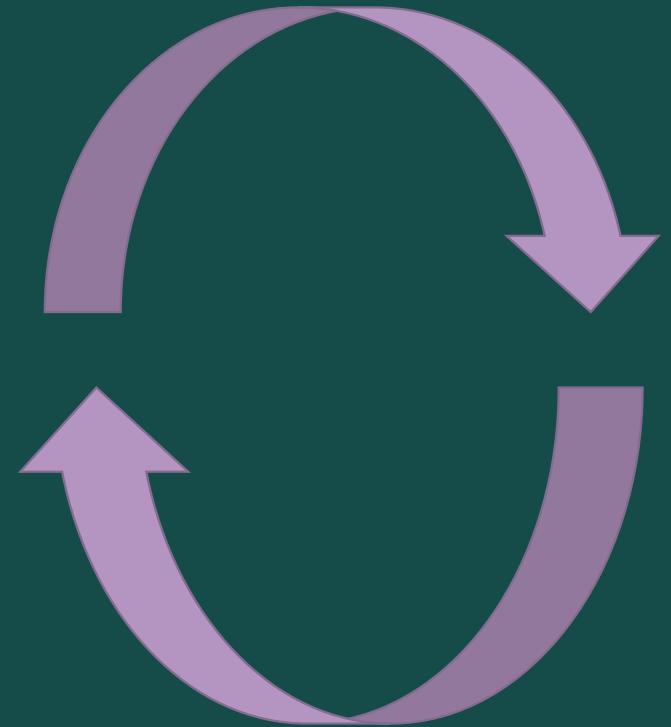
I expect that you will respond to instant messages within an hour and to emails within 48 hours. You need to let me know if you will be away from your desk for more than an hour during your workday.

Clarifying/Revisiting Expectations – Formal Check-in

Check-in on Progress Formally

Do my supervisor and I think my accomplishments align with what is expected for this position and our unit's priorities? Yes, Somewhat, or No? Please explain.

How can I help you be your best?



Clear
is UNCLEAR
IS UNKIND.
kind.

--Brené Brown

Accountability Conversations

**WHAT YOU
DON'T ADDRESS,
YOU ACCEPT.**

Address the issue before it affects the overall environment or work performance.

"Hey, I notice...."

If you are silent or ignore issues, an employee will believe they are meeting expectations.

Address concerns as they come up. Sometimes noticing (and addressing) is enough.

Accountability conversations: Consider what is observable and factual

You sent an email to your employee, Kelly, asking for an update on the project that is due in a week. Kelly doesn't respond to the email.

When do you need to address it? Don't assume.

Accountability conversations:

During a follow-up conversation with Kelly, you learn that she has missed a major deadline on the project. This is not the first time that Kelly has missed a deadline and failed to let you know about it. You've had several informal conversations over the last few months stressing the importance of deadlines and communication.

Does it rise to the level of having a formal conversation with the employee?

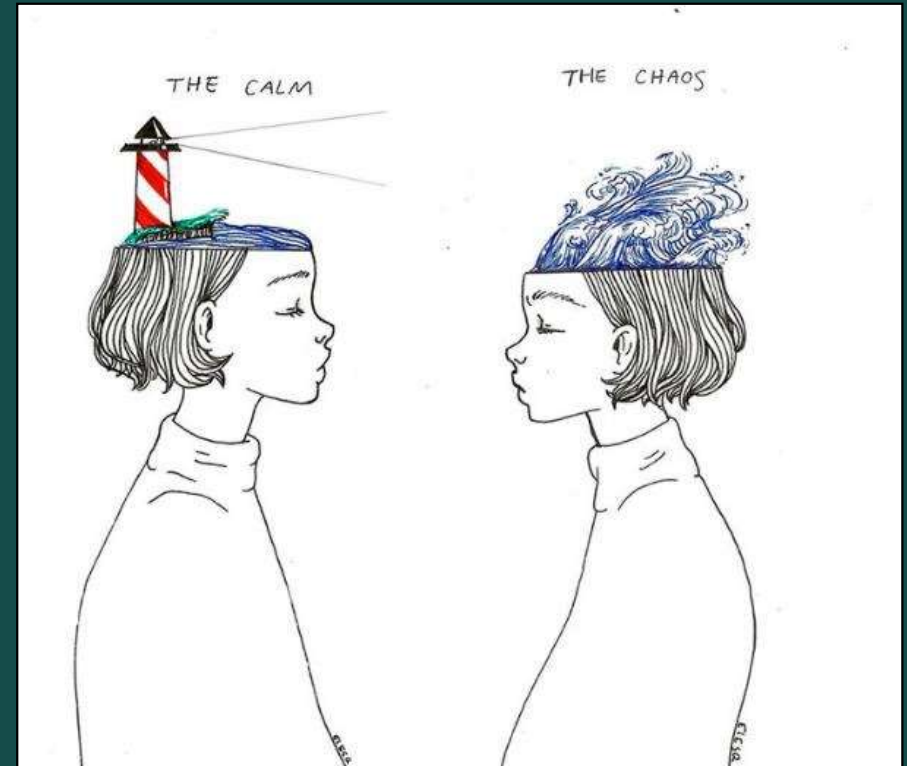
Get clear on the details:



1. Gather the facts
 - First-hand information
 - Observable
 - Other sources of information
2. Review and Prepare
 - Credible source
 - Pattern of behavior
 - Impact on workplace or others
 - Consider other factors

Prepare:

- Get into a calm emotional place
- Identify an appropriate space and time for the meeting
- No surprises for employee
- Keep it confidential
- Write up your main talking points



Formal Performance
Conversation

Set the Tone:



Tone of voice

- Calm, firm, non-scolding
- Not apologetic

Physical posture

- Face the employee

Remove distractions

- Be Present
- No Interruptions

Formal Meeting Outline:



1. Purpose of Meeting

Get right to the point

2. Describe the Gap

Describe what is expected and what was observed

3. Ask & Listen

Determine if you are missing information

4. Confirm the Expectation

Reiterate your expectation and then state what needs to happen moving forward.

5. Provide Relevant Resources

Policies, Standard Operating Procedures, or training resources

EAP?

6. End the Meeting & Document

If they have questions, who should they contact?

End the conversation, no small talk.

Then, document the discussion.

Formal Meeting Outline

**You did _____,
next time, I
need you to
_____.'**

Formal Meeting - Possible Employee Reactions

Possible Employee Reactions

Manager Response

DENIAL - It's not my job. That didn't happen. That's not what I said.	Restate the expectation for moving forward.
DIVERSION - Trying to shift the focus to other people or topics.	Remember that you are in control of this conversation and can choose how or if you'll respond.
AVOIDANCE- Trying to avoid the situation altogether	You can end the conversation at any time.
ACCEPTS RESPONSIBILITY - Owning their behavior	Thank them and let them know that you trust them to do what needs to be done moving forward.

Why Documentation is Important:

More credible than
your memory

You or key people
may no longer be
available.

Helps you (and HR)
make better
decisions

Shows you had the
conversation



Documenting conversations follows good faith and fair dealing practices.

Two Ways to Document Employee Performance

All documentation should contain only observable and factual information.

INFORMAL MANAGER NOTES

- Small Impact Issues
- First Time Noticed

FORMAL DOCUMENTATION

- Concerning Patterns of Behavior
- Larger Impact Issues
- Policy Violations



Formal documentation needs to be included in performance conversation documentation

What Does Good Formal Documentation Include?

All documentation is discoverable.

Timely

Dated

Legible

Objective
(not opinion)

Detailed

Acknowledged
by Employee

Documenting a Formal Conversation

EMPLOYEE -

Thank you for meeting with me yesterday. To recap our meeting, on DATE, you were observed YOUR OBSERVATION. Your behavior [was inappropriate/violated/went against/not at the level of] the following POLICY/EXPECATION.

Going forward, I expect you to follow the POLICY/EXPECTATION. Enclosed are RESOURCES we discussed.

Let PERSON know if you have any questions and please respond BY WHEN to indicate that you received this email.

Thank you,
Supervisor Name

Kelly--

Thank you for meeting with me yesterday. On March 21, 2024, during our team meeting, I learned that you missed a major deadline on the Alabama project. Also, you failed to respond to my email on March 15, 2024, requesting a project update. This does not meet the expectations we discussed back in January. Going forward, I expect all project deadlines will be met or that I will be notified in a timely manner that you are behind schedule. Also, I expect that you will respond to emails within one business day.

Let me know if you have any questions and please respond, by Friday, to indicate that you received this email.

Thank you,
Megan Manager

Where to Keep Documentation

HR Personnel Files

offer letter, job description,
formal performance
documentation
FMLA, Work Comp, ADA, Alt
Workplace Agreements, etc.

Manager Notes

original notes about employee
behavior, documentation of
informal and formal meetings,
and your copies of corrective
actions and performance
reviews.



Confidential & Secure Location

Reports, letters, and documents which reflect unfavorably on an employee shall NOT be placed in the HR personnel file without their knowledge.

KEY TAKE AWAY

Documentation is proof you had the conversation.



Follow-up with Employees

Continue observing & communicating expectations and progress

Improved Behavior/Performance

- “Hey! Thanks for giving me the project update I asked for, I appreciate the effort - keep it up!”

Check-in Needed

- “Hey, I noticed you missed the Alabama project deadline this week. Let’s meet later to discuss what happened.”

Document both positive and/or negative progress

- Improvements can be a positive addition to their next formal performance conversation.



Don't forget to
FOLLOW UP



When did you (first, last) address this?



What has the employee been told?



What has the employee been told in writing?



What does the employee's last performance review look like?

Elevating for Disciplinary/ Corrective Action

Summary

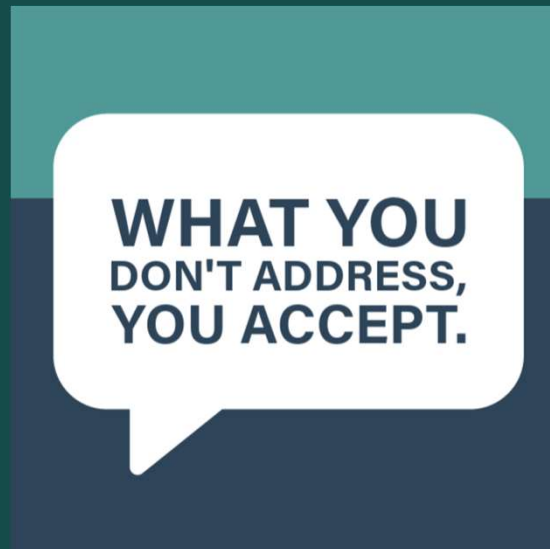
YOUR ROLE AS A MANAGER

- Establish and maintain norms in the workplace
- Clarify boundaries and have on-going performance conversations
- Document discussions & elevate as needed
- Follow up and check on progress

CALL HR TO:

- Talk through a situation
- Discuss concerning patterns of behavior or serious issues
- Initiate formal corrective action
- Report policy or law violations

KEY TAKE AWAYS



Contact HR for help