

NEAT and Tidy – Addressing Concerns of Performance and Behavior with NNB and SRP Staff

Department of Employee Relations

June 2014

What We Will Cover

Unsatisfactory performance and/or behavior of non-instructional staff can be addressed through progressive discipline and the NEAT process.

Learn how to develop performance goals, monitor for improvement and document results.

This training will also provide administrators with tools to address and document behavioral issues among non-instructional staff, including knowing when to call ER for assistance.

PROBATIONARY EMPLOYEES

Probationary Period

How long is the probationary period?

When should a new employee first be given the evaluation instrument?

How many times should an employee be evaluated during their probationary period?

What do you do if you are observing serious performance problems?

Quick True/False

When meeting with an employee to discuss a performance concern for the first time, it is always best to have a written conference summary or letter of reprimand prepared ahead of time?



When You Need to Call a Meeting

Article VII - Section A(4) Right to Representation.

Inform the employee of the purpose of the meeting and let them decide if they need the Union (or other representation) or withhold the purpose of the meeting but let them know that they have the right for a representative (Union or other) to be present.

Save the details for the meeting

Try to give at least a days notice where possible.

The Two Kinds of Potential Problems

Work/Job Performance

An employee will assume their performance is considered to be satisfactory unless notified otherwise. Regular monitoring and communication with the employee

Behavioral Problems

Immediate steps should be taken to identify and correct inappropriate behavior.



Evaluation Dimensions

Quality of Work

Quantity of Work

Work Attitude

Reliability

Cooperativeness

Personal Appearance

Gets to Work On Time

Attendance



Focus on Performance

At the onset of performance concerns

Sit down and clearly define the problem for yourself.

Meet with the employee and explain the concerns ASAP.

Follow-up with a conference summary if needed.



Focus on Performance

Should the same performance concerns continue...

Contact Employee Relations if needed.

Meet with the employee, and discuss the concern, what needs to be done to improve, and the past discussions on the issue.

Depending on the severity of the problem, anything from an informal letter up to and including a letter of recommendation for termination may be appropriate.

Focus on Performance

Still no improvement...

Contact Employee Relations.

Meet with the employee, and discuss the concern, what needs to be done to improve, and the past discussions on the issue.

Several options are available...

Issuing a Notice of Performance Concerns

Holding an evaluation

Issuing an "Unsatisfactory Evaluation" w/ NEAT letter

Things to Remember

Be specific. Tell the employee what the concern is and what they need to do to fix the problem.

Be consistent. The process you use for one employee should most likely be used for all employees.

Be fair. Try and treat each employee as if they were your most productive worker.



Developing a Performance Goal

- Clearly define the job expectations.
- Identify any additional support, training and/or coaching.
- Progress monitor for improvement.
- Communicate often and clearly.

Dos & Don'ts



YOU
ARE
FIRED

DON'T Lose Focus

Concerns should clearly address behavior or performance concerns – it is not personal and should not include any comments about:

Health – energy level, weight

Family issues

Emotional problems

Any other excuse

STICK TO THE PERFORMANCE!

DO

- Find something positive to praise.
- First, look to provide SUPPORT.
- Only after efforts to support have consistently failed should the tone of the conversation become punitive.
- Contact Employee Relations for guidance.

A Note on NEAT

N is for Notify

E is for Explain

A is for Assistance

T is for Time

**** A NEAT letter can stand alone, but it must accompany an "Unsatisfactory Evaluation" ****

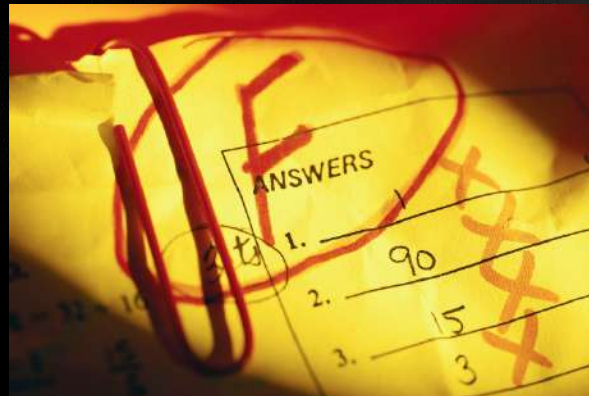
When an Unsatisfactory Evaluation is Issued

A NEAT Letter must accompany it.

The employee should be given the opportunity to attach a statement or rebuttal to the NEAT letter.

Copies must go to Human Resources.

The employee must be monitored and evaluated again. (Try and identify the timeline in the NEAT letter).



Focus on Behavior

Examples of Inappropriate Behavior

Interacting inappropriately with coworkers

Interacting inappropriately with students

Leaving campus without permission

Smoking on a non-smoking campus

Inappropriate pranks or jokes

Engaging in social media that is disruptive to the workplace (be aware of protected activity)

Timesheet fraud

Breaching student confidentiality

Improper use of school network

Focus on Behavior

Progressive Discipline

Verbal Informal Warning

Written Conference Summary

Informal Written Warning/Letter of Caution

Formal Letter of Reprimand

Suspension

Termination

Informal v. Formal Action

Informal Action

- Initial response

- Unsigned by employee

- Does not go into official personnel file

Formal Action

- For serious or recurring problems

- Signed by employee

- Goes into official personnel file

Sometimes It's Both

There are some instances where an employee may have both performance and behavior concerns.

In these cases, consult Employee Relations to develop a response plan.

Behavior v. Performance

SRP consistently fails to clean the restrooms in his area, and has received an informal letter on the issue.

SRP starts a physical fight with a co-worker over the use of an electric cart.

SRP has missed over 20 days of work.

Focus on Attendance

When is there a performance problem in the area of attendance?

If an employee's attendance is bad enough, I can ask that they be terminated without any other documentation. After all, their leave record tells the story. (True or False)

Pre-approved vacation should be looked at with sick leave to determine how many days of work an employee has missed? (True or False)

Focus on Attendance

ALL attendance letters should contain the following language:

If you have any questions regarding leave eligibility under provisions of the Family and Medical Leave Act (FMLA), please call the Leaves Division of the Office for Human Resources and Educator Quality at 42353. If you believe that the Employee Assistance Program may be of assistance to you, please call extension 42366.

Equity in Attendance Monitoring

Select a threshold for attendance monitoring and address it consistently for all staff.

It is not necessary for employees to go into an unpaid status before you address the concern.

Consider patterns, leaves, and past time off.

Any Questions?

