

# Essential Encounters: Employee Relations

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# EMPLOYEE RELATIONS

# Employee Relations

- » When does employee relations begin?
  - ~ At the first moment of contact in the workplace.



# Employee Relations

- » Onboarding – “What to Expect”
  - ~ Orientation
  - ~ Training
  - ~ Check-in Conversations
  - ~ Buddy System
  - ~ Employee Handbook
  - ~ Employee Policies



# Crucial Points in Employee Relations

- » **Performance Management** – series of activities designed to ensure that the organization gets the performance it needs from its employees
- » **Performance Appraisal** – process of determining how well employees do their jobs relative to a standard and communicating that information
- » **Employee Relations** - refers to a company's efforts to manage relationships between employers and employees. To provide fair and consistent treatment to all employees so they will be committed to their jobs and loyal to the company.

# Employee Performance

- » **Task performance** – How well employees perform their formal job duties.
- » **Contextual performance** – The extent to which employees perform extra role behaviors (that is, discretionary duties or duties not in one's job description).
  - Examples of contextual performance include informally mentoring a new employee or “going the extra mile” to help a customer.

# Common Performance Deficiencies

- » Absenteeism
- » Tardiness
- » Poor attitude/insubordination
- » Poor task performance
- » Poor contextual performance





# Crucial Conversations with Employees

- » Quite often, an employee's actions do not warrant the use of formal disciplinary actions. In these cases, informal measures such as informal verbal coaching/counseling should be used.
  - ~ Informal verbal coaching/counseling should be done in private.
  - ~ Before conducting the conversation, the supervisor or manager should prepare a list of issues that will be covered.

# Tips for Informal Conversations

- » Do not use accusatory language.
- » Do not belittle the employee.
- » Attempt to maintain rapport for the sake of the long-term working relationship.



# Other Non-Disciplinary Options

- » **Informal verbal coaching/counseling**—Sometimes merely talking with an employee regarding performance issues may increase performance.
- » **Training/re-training**— An employee's performance and conduct may be improved by additional training.
- » **Performance improvement plans**—While not generally considered discipline, these plans offer employees a roadmap for improving their performance.
- » **Employee assistance programs (EAP)**—These programs offer employees help in dealing with problems from their personal lives that might negatively affect performance.

# Disciplinary Options

- » **Verbal warning/reprimand**—This is an oral meeting discussing misbehavior or performance deficiencies and necessary steps to improve performance.
- » **Written warning/reprimand**—The employee is given a written statement of performance deficiencies and advised in writing that future deficiencies may result in further disciplinary action.
- » **Probation**—The employee is placed on probationary status for a period of time. During this probationary period, the employee's performance is expected to improve. At the end of the probationary period, the employer's performance is reevaluated.

# Importance of Documentation

- » Regardless of whether discipline is used, it is important to document the reasons for the disciplinary action.

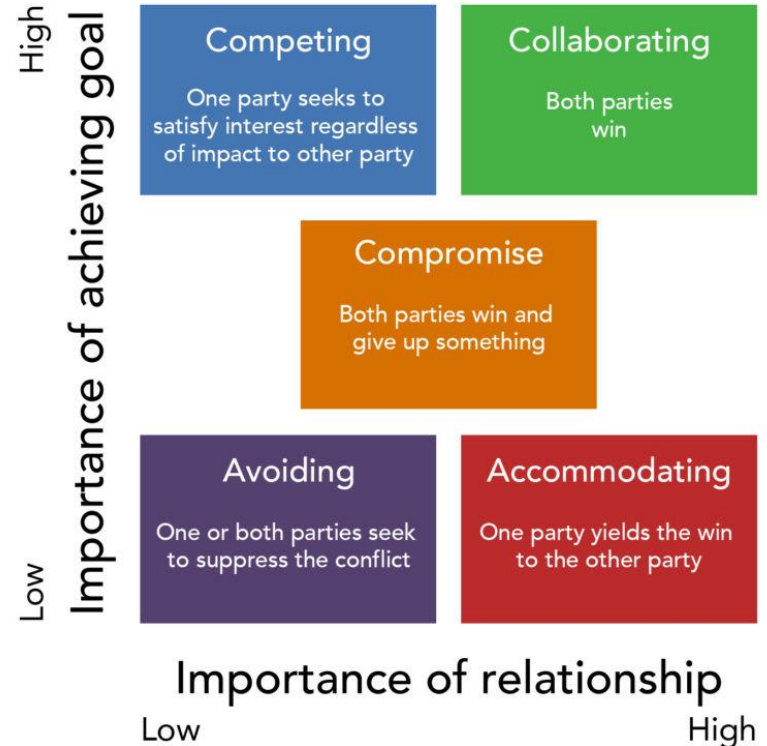


# Possible Outcomes of Conversations

- » Employee development
- » Employee resentment
- » Employee separation (voluntary or involuntary).
- » Employee withdrawal (psychological or physical).
- » Bystander (co-worker) reactions.

# CONFLICT MANAGEMENT

# Conflict Management Style





# Conflict Management Advice

- » Listen, listen, listen
- » Be comfortable in the uncomfortable – minimize immediate reaction
- » Be honest and transparent
- » Discuss desired goals/outcomes

# CASE STUDIES

# Case Study

*Should the situation below result in verbal coaching/counseling, formal discipline, or termination?*

- » John complains that Tim comes in every morning and greets all other co-workers except for him. He believes this is unfair.

# Case Study

*Should the situation below result in verbal coaching/counseling, formal discipline, or termination?*

- » Several patients submitted complaints that they received incorrect medical bills. Upon review, leadership found that all the incorrect bills came from one employee, Thomas. Thomas is a new employee that started working with the department 6 months ago.

# Case Study

*Should the situation below result in verbal coaching/counseling, formal discipline, or termination?*

- » Eve calls off work every Friday for the last 2 months. Her supervisor spoke to her and requested her attendance improve immediately and be sustained.
- » Eve just called off again this Friday.

# Case Study

*Should the situation below result in verbal coaching/counseling, formal discipline, or termination?*

- » Matthew is accused of stealing prescription medication. It was reported by a co-worker who was taking inventory.