

PRACTICAL PERSONNEL MANAGEMENT

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SOMETIMES MANAGING
PERSONNEL IS LIKE
TRYING TO CLIMB UP A
SLIPPERY SLOPE



MANAGEMENT INVOLVES A CERTAIN SKILL SET:

1. Being a good listener
2. Setting a good example
3. Having a sense of legal limits
4. Setting clear limits/standards
5. Fairness and consistency
6. Tolerating human differences
7. Progressive discipline
8. Knowing when to pull the plug and how to do it

SETTING AND MEASURING STANDARDS:

1. Making clear what the job is when a person is hired
2. Written job descriptions that are kept up to date
3. Regular reviews
4. Feedback
5. Regular checkups based upon evaluations and feedback received
6. Most employees want to talk with an evaluator other than their boss who they can feel free to talk with, such as the HR manager

THE HR MANAGER'S ROLE

1. The HR Manager meets with the supervisor and gets that person's intake
2. A discussion ensues between the HR Manager and her supervisors to make sure that the proper and appropriate wage scale, whether cost of living or merit, is applied



FINANCIAL COMPENSATION



- Fair pay standards
 - Pay scales for new employees and maximum pay within categories
- Regular and clear decisions about cost of living
- An incentive pay system
 - Profit or non-profit based on economic conditions
- Periodic and orderly reviews

EMPLOYEE FEEDBACK

1. Give realistic feedback on a real time basis
2. Feedback must never be mean spirited or unbalanced
3. All feedback must start out with that the employee is doing well and progress to what they can do better
4. All feedback must be based upon obtainable objectives, not unrealistic ones

TRAINING NEEDS

- Dependent upon the corporate structure
- Dependent upon what the corporation wants to achieve
- Must be identified by employee groups and drill down to the individual
- Can training be done in-house?
 - Less expensive
 - More productive



EXAMPLE

Different employees have differing computer skills.

1. What does your organization want to accomplish utilizing modern technology?
2. How sophisticated is your website, internet needs, video conferencing, and other available resources?



HOW DO YOU MEASURE PRODUCTIVITY?

Every organization does this differently.

- How can deadbeat employees effect fellow staffers?
- How to improve deadbeat employees or move them out of the system?

There is never a substitute to orderly, prompt, honest, progressive discipline unless there is an emergency.

COMMON OFFICE PROBLEMS

- **Bad Language**
- **Belligerent/refusal to perform work**
- **Sudden change in behavior from cooperation to anger or inadequacy**
- **Attire**
- **Tattoos and body jewelry**
- **Internet abuse**
- **Racial or religious bigotry**
- **Theft**
- **Bringing dangerous objects to work**
- **Drunkenness/drug use**
- **Bad Attitude**
- **Not working up to expectations**
- **Personal and family problems**
- **Coming in late or leaving early**
- **Long lunch/breaks**
- **Mingling and gossiping**
- **Failure to perform tasks in a timely manner**
- **Lack of enthusiasm**
- **Chronic resistance to learning**
- **Failure to respond to reasonable requests**
- **Workplace sloppiness/unorganized or unprepared**

ACUTE V. NON-ACUTE PROBLEMS-EXAMPLE 1

How would you deal with the following?

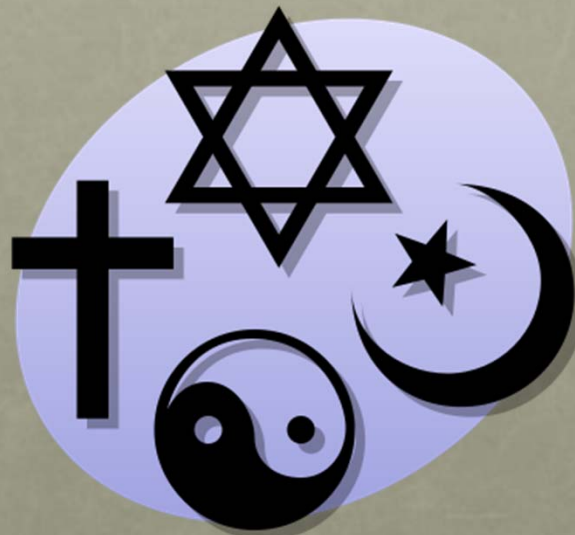
Supervisor of one gender likes to talk about marital problems with a subordinate of a different gender but makes no overt demands.



ACUTE V. NON-ACUTE PROBLEMS-EXAMPLE 2

How would you deal with the following?

Male employee comes back from a religious conclave over the weekend. Employee deals with the public often. Male employee is now wearing a large religious crucifix over his tie. Supervisor asks him to remove it.



WHAT TO DO?

- What does the law say about this?
- What is the policy concerning religious artifacts?
- Is it different for men versus women?
- What is the employee's role?



EQUAL STANDARDS

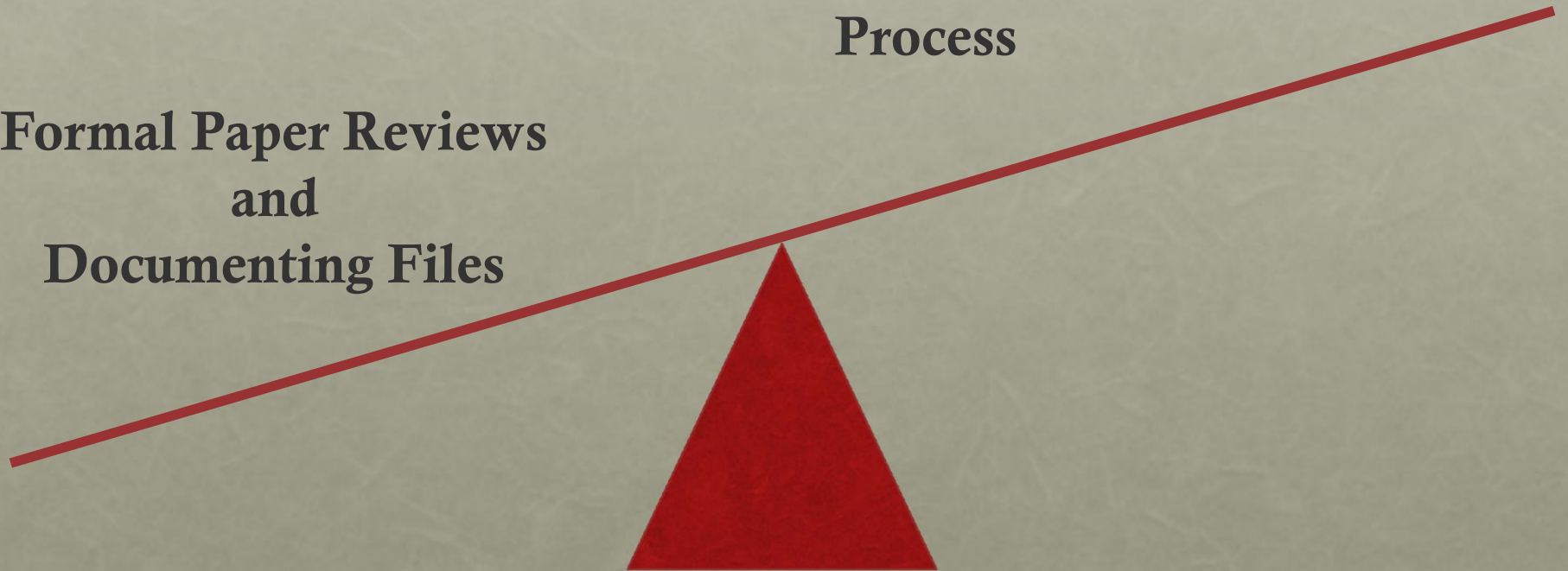
Supervisors must be subject to the same standard as subordinates and there must be zero tolerance for inappropriate behavior.

1. The supervisor is talked to separately by HR Manager
2. The subordinate is talked to separately by HR Manager
3. A plan of action is arrived at that both agree to and they meet together in the presence of the HR Manager
4. Note put into the subordinate's file as to what is going to be done and what subordinate agrees to.
5. Consideration of change of position
6. Sending the supervisor for counseling or coaching
7. Moving the supervisor out of the system altogether

FORMAL VS. INFORMAL

**Formal Paper Reviews
and
Documenting Files**

**Informal Review
Process**



TIPS FOR INFORMAL REVIEW PROCESS

- Regular, periodic sit down discussions, not reviews *per se*, should be performed in a non-threatening, non-critical way.
- However if some issue comes up at this informal discussion, it certainly should be documented and put in the file.
- Informal review should be targeted on specifics, such as how a specific project turned out and how it might have turned out differently.

CULTURE CHANGE

How to transmit change in culture, especially in people who have been with the company a long time.



CULTURE CHANGE

- It is helpful when there is a statement from the top so everybody understands there is a change and why?
- There must be an educational process showing why the change makes sense and that it is applied in a fair manner.
- Some culture changes should be accompanied by a more formal presentation with PowerPoint and handouts
- It is difficult for people to focus on “culture change” which appears to be an arbitrary decision of one particular manager.
- “Culture changes” should be clearly articulated, a reason given and with informal follow up to see if it is taking place.

SOME EXAMPLES:

- Permitting informal dress on Fridays.
- Establishing more rigid deadlines.
- Creating new proofreading systems.
- Introduction of electronic media, dictation and the like.
- Greater use of database systems and reduction in paper.

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Policy Manual 1

Policy Manual 2

POSSIBLE ADDITIONAL POLICY MANUAL PROVISIONS

Attachment 1

WORKERS' RIGHTS IN PENNSYLVANIA

PUBLISHED BY THE PENNSYLVANIA BAR INSTITUTE
TO BE TAKEN OVER BY THE BISEL COMPANY

Attachment 1

CASE LAW

Prowel v. Wise Business Forms, Inc.
579 F.3d 285 (3d Cir. 2009)

- Whatever the sexual orientation of a plaintiff bringing a same-sex sexual harassment claim, that plaintiff is required to demonstrate that the harassment was directed at him or her because of his or her sex.
- Prowel identifies himself as an effeminate man and believes that his mannerisms caused him not to “fit in” with other men at Wise and he was therefore discriminated against. Prowel also testified that he is homosexual.

CASE LAW

Prowel v. Wise Business Forms, Inc.
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- The record is replete with evidence of harassment motivated by Prowel's sexual orientation. Thus it is possible that the harassment Prowel alleges was because of his sexual orientation, not his effeminacy. Nevertheless, this does not vitiate the possibility that Prowel was also harassed for his failure to conform to gender stereotypes.

CASE LAW

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- Because both scenarios are plausible, the case presents a question of fact for the jury and is not appropriate for summary judgment.
- Sexual orientation discrimination is not cognizable under Title VII but gender stereotyping is.