

2017 Region 2/Region 3 PIAC Conference

Creating and Delivering Corrective Action Plans

EFFECTIVE CORRECTIVE ACTION PLANS AND HAVING A DIFFICULT CONVERSATION

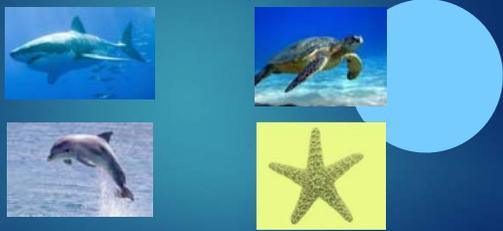


Communicating Values

- Integrity
- Accountability
- Respect
- Diligence
- Interdependence



Communication Styles



SHARK



- ✓ Quick to action
- ✓ Decisive
- ✓ Get it done!



SEA TURTLE



- Methodical
- Considers every option
- Loves data



DOLPHIN



- Entertainer
- High Energy
- Rocks the Journey



STAR FISH



- Patient
- Resilient
- Reticent



Communication Styles



Communication Legitimacy



What's The Fastest Way to the Station?



What Do You Hear?



I didn't say she stole that money.

What did he say?



Static Viewpoint



Blocked Mind



What's the Frame of Reference?



Carefully Selecting Words



Unspecified Boundary

- You have four minutes to complete this test of twenty items.
- Read all items before beginning to answer.

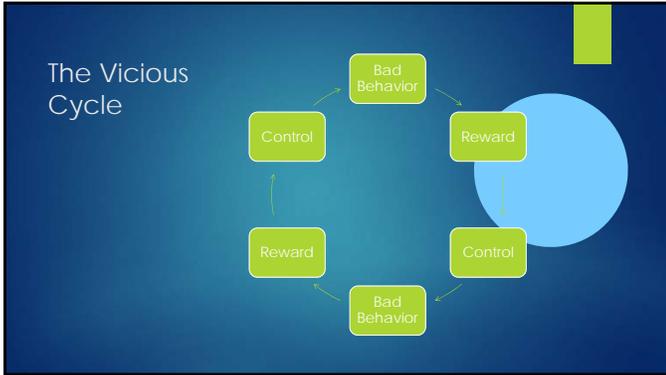












- So, Let's Fix It! – Provide Feedback
- ▶ The sooner the better
 - ▶ Share impact of behavior
 - ▶ Non-confrontational
 - ▶ Don't attack
 - ▶ Provide positive feedback, too

- So, Let's Fix It! – Set Expectations
- ▶ Get commitment to change
 - ▶ Provide examples of altered behavior
 - ▶ Communicate clear limits
 - ▶ Consequences

So, Let's Fix It! – Follow Through

Repeat behavior ?

Enact consequences!



Flawed Four

1. Emotions
2. Avoidance
3. Misunderstandings
4. Debate



It's Coaching Time

You have a team meeting to discuss a new departmental process. Several times during the meeting, while you are making specific points, you catch Tonia looking at other employees and rolling her eyes.



DISORDINATION

What Would You Do?

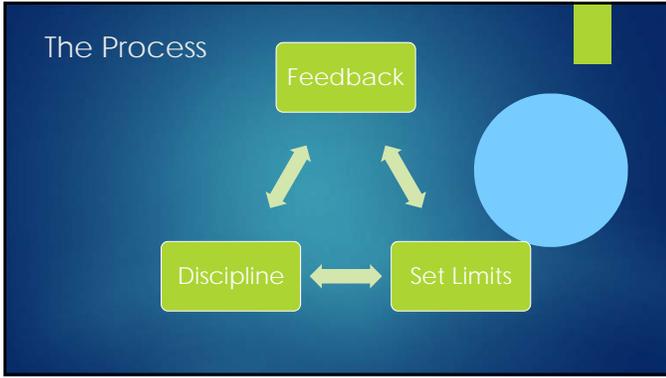
Betty is the unofficial office social director. She goes from employee to employee socializing and sharing what she's learned from the previous employee. You believe she's the source for many of the office rumors. She does quality work, but today, once again, she returns from her break and immediately starts chatting with her coworker about what she's just heard.

What Should You Have Done?

"I don't want to change offices," whines Jason when the decision is confirmed that his unit will be moving to a different building. "This is going to change everything—the way I drive to work, what time I have to leave home. I'm going to get caught up in traffic! Where will I park?"

Now What?

John has been a stellar performer his whole career, although he can be a bit of a hot head. Still, you wonder what you'd do without him. There was an announcement last week that a new software is being implemented that will cause John to rekey a lot of historical information and there is a short window of time in which to respond. You know John is unhappy, but you had no idea it was this bad. You just got a call from the IT Director. John was just in his office berating him for not providing more notice.



Is It Time to Provide Written Correction?

TIPS

- Verbally addressed issue?
- Questioning effectiveness?



Protected Activity

- ▶ Filing a Claim
- ▶ Being a Witness
- ▶ Talking About Discrimination/Harassment
- ▶ Failure to Comply with Directives that Lead to Discrimination
- ▶ Resisting Advances/Protecting Another From Advances
- ▶ Requesting Accommodation
- ▶ FMLA
- ▶ OSHA
- ▶ Whistleblower
- ▶ Workers' Comp

Adverse Action

- ▶ Termination
- ▶ Change in Shift
- ▶ Demotion
- ▶ Low Performance Review
- ▶ Corrective Action/Warning/PIP
- ▶ Change in Work Location
- ▶ Vague Mistreatment

The Correction Process



What Really Happens

- ▶ March 15, 2017 Employee Counseled re: Attendance
- ▶ April 18, 2017 Employee Counseled re: Attendance
- ▶ April 22, 2017 Employee Counseled re: High Error Rate
- ▶ May 9, 2017 Employee Counseled re: Missed Deadline
- ▶ May 13, 2017 Employee Claims Being Harassed by Supervisor
- ▶ May 23, 2017 Supervisor Provides Write Up and Final Warning to Employee

What Our Records Show

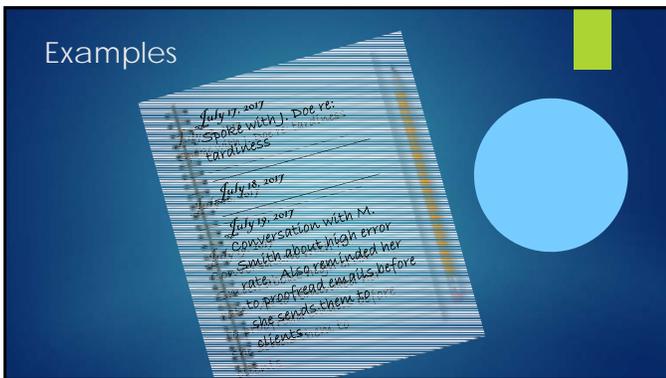
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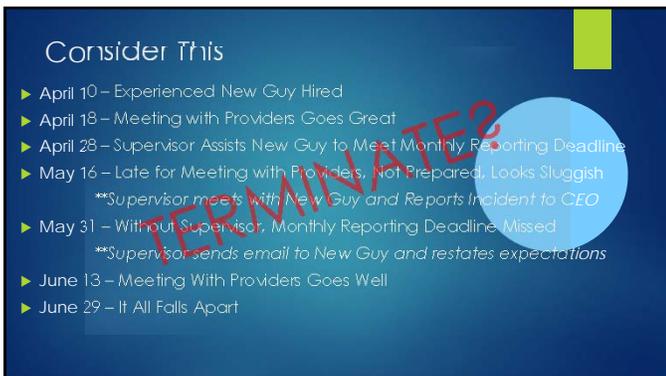
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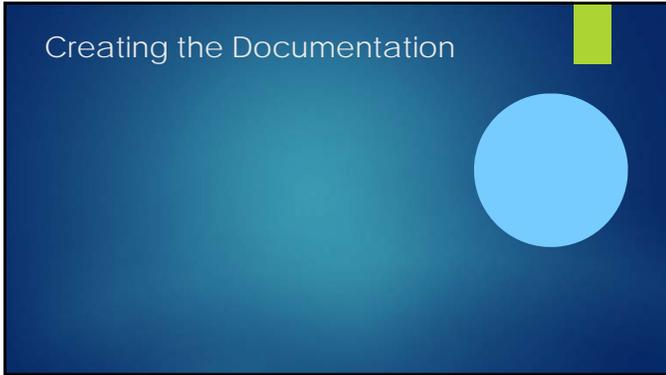








Creating the Documentation



Issue of Concern

- ▶ Why We Providing This Corrective Action
 - ❖ Performance
 - ✓ Error Rate
 - ✓ Insufficient Success
 - ❖ Behavior
 - ✓ Tardiness
 - ✓ Absences
 - ✓ Wasting Time
 - ✓ Rule Violations



Facts Associated With Concern

- ▶ DETAILS
- ▶ EXAMPLES



Impact on the Organization

- ▶ Critical
- ▶ \$\$
- ▶ Time to Correct
- ▶ Overtime Costs
- ▶ Workplace Dynamics



Desired Performance

- ▶ Ideal Situation
- ▶ Specific
 - ❖ Arrive on Time
 - ❖ Make Three Center Visits Per Day
 - ❖ Stay on Task During Work Hours



Plan to Achieve Desired Performance

- ▶ Action Items
- ▶ Again, Be Specific
 - ❖ Employee Will Visit 1 Center at 8:30; another at 11:00; another at 2:30
- ▶ Gain Input from Employee
 - ❖ Employee will Arrive at Work at 8:15 to Assure Ready to Work by 8:30
 - ❖ Employee will Socialize Only During Break
 - ❖ Employee will Take Breaks Only in Designated Break Area



Date to Achieve Desired Performance

- ▶ Option 1: Measure at Specific Date
- ▶ Option 2: State End of Corrective Period

Consequences if Desired Performance Not Achieved

- ▶ State Exactly What Will Happen
- ▶ Additional Discipline Up to And Including Termination

Your Next Steps

- ▶ Buy Those Journals!
- ▶ Commit to Feedback
- ▶ Create a Defense!
- ▶ *Be The Hero!*

Let Do This!

Our policy requires two hour notice for unscheduled absence.
Mary Jane has been employed with us for 8 months

- ▶ 7/17/17 Mary Jane had an unscheduled absence. She called in at 7:45. Her work day is scheduled to begin at 8:00.
- ▶ 7/20/17 Mary Jane arrives for work at 8:25
- ▶ 7/31/17 Mary Jane calls at 7:50 to report that she won't be in to work. She has a sore throat.

Corrective Action Plan

- ◆ Date Of Corrective Action: _____
- ◆ Employee Receiving Corrective Action: _____
- ◆ Position Of Employee Receiving Corrective Action: _____
- ◆ Department Of Employee Receiving Corrective Action: _____

1. Issue Of Concern: _____

Corrective Action Plan

- ◆ Date Of Corrective Action: 8/1/2017
- ◆ Employee Receiving Corrective Action: Mary Jane
- ◆ Position Of Employee Receiving Corrective Action: _____
- ◆ Department Of Employee Receiving Corrective Action: _____

1. Issue Of Concern: Mary Jane had two unscheduled absences without providing the required notice.

2. Facts Associated With

Concern: Our handbook policy states that two hours notice is required for an unscheduled absences. Mary Jane acknowledged receipt and understanding of the policies contained within the handbook on 11/1/16. On 7/17/17 Mary Jane called in at 7:45 to report an unscheduled absence on that day. Her supervisor, Joyce, reminded Mary Jane of the policy on 7/18/17 when Mary Jane returned to work. On 7/31/17 Mary Jane called in at 7:50 to report an unscheduled absence on that day. Mary Jane is scheduled to report to work at 8:00 each work day.

3. Impact On

Organization: The Organization requires two-hours notice for unscheduled absences so that there is sufficient time to get coverage for the duties assigned to position. When Mary Jane doesn't provide sufficient notice, client or business partner meetings have to be rescheduled. On 7/17/17, we were unable to cover three client meeting and on 7/31/17, we were unable to cover four business partner meetings. All of these meetings had to be rescheduled for a future date. Rescheduling meetings causes frustration on the part of our clients and business partners who are anxiously awaiting services. Additionally, until these meetings are conducted, we are unable to invoice for these services. So, rescheduling the meetings causes delays in receiving revenue.

4. Desired Performance: Mary Jane will either arrive on time to work or will provide appropriate notice of an unscheduled absence.

5. Plan To Achieve Desired

Performance: Mary Jane will either arrive at work by 8:00 a.m. each scheduled work day or will notify her Supervisor by 6:00 a.m. if she is unable to report to work that day. Notification to the supervisor ay either be by telephone call, text, or email.

6. Consequences If Desired Performance Not

Attained: Mary Jane will be placed on two-day unpaid suspension if there is another occasion of failing to provide appropriate notice for an unscheduled absence prior to 1/31/18 (six months)



Need More Info?

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