



DOL Supervisor Training

Policy and Processes for Managers & Supervisors

HUMAN RESOURCES STAFF

NOVEMBER 29, 2022

Who We Are

HR Director

Renathe Cotten

HR Assistant Director

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HR Office Manager

Coming Soon!

HR Specialist

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HR Specialist

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Agenda

- Introduction and overview from the HR Director
- Position management
- Recruitment & Selection
- Benefits Administration
- Time, Attendance, & Punctuality Policy
- Leave Programs
- Separation
- ID Badges
- Workers' Compensation
- Leadership
- Performance Management
- Training and Development
- Employee Assistance Program
- Grievance Policy
- Disciplinary Policy
- Workplace Harassment & Workplace Violence

Objectives



Get to know the HR staff and how they can assist you



Understand and effectively apply HR policies in your supervisory role



Understand HR processes and apply these to your work unit



Find out where to find the tools you need to succeed as a supervisor

Position Management

Position Management

Change in job duties for a position – if the supervisor feels a change in duties is warranted, he/she should:

- Discuss with bureau chief/division director
- Contact HR to discuss position reclassification
- Job Descriptions are reviewed annually

Recruitment & Selection

Recruitment and Selection

- Subject and Exempt Managerial positions required to be advertised
- Minimum 5 days advertised
- Maximum 30 days advertised
- Cap on Hiring Range
- HR refers applicants deemed Most Highly Qualified, but hiring manager can request to see all Minimally Qualified applicants

Recruitment and Selection Guidelines

- 5 days to set interviews
- Filled within 90 days
- DMV check for all positions that require a driver's license
- Applicant Release Form
- Drug testing for all new hires
 - Internal applicants not subject to drug test
- Offer letter will be sent to candidate to sign and return to HR

Recruitment and Selection Pre- Interview Phase



What type of
interview questions
should you ask?

Recruitment and Selection Pre- Interview Phase

- **Technical Interview Questions:** interview questions are focused on the mechanics of doing job functions

Recruitment and Selection Pre- Interview Phase

- **Behavioral Interview Questions** - questions based on discovering how the interviewee acted in specific employment situations. The interviewer has determined what skills are needed for the position and asks questions related to those skills.

Recruitment and Selection Pre-Interview Phase



Ask all applicants the same
questions



Benchmarking desirable and
undesirable answers

Recruitment and Selection Pre-Interview Phase

Why Benchmark?

- Response ratings are quantified
- Rating criteria is known
- Enhanced communication between hiring manager and interview panel
- Provides a structured tool for feedback

Recruitment and Selection Pre-Interview Phase

Selection Panel – Member Consideration

- Technical knowledge of the job functions
- Diversity – gender, race
- Availability for interviews
- Recommend at least 3 people on panel

Recruitment and Selection Pre-Interview Phase

Selection of interviewees – Considerations

- Qualifications
- Current Disciplinary Actions
- Job Performance

Recruitment and Selection Interview and Selection Phase

Issues to Consider in Applicant Selection

- Relevant Education/Experience
- Results of Interview Performance
- Results of Presentation or Skills Test Performance
- Career State Employees Seeking Promotion
- Eligible Veterans
- Reduction in Force (RIF)
- Employees separated from Exempt Positions
- Employees returning from Worker's Comp Leave
- Past Recruitment Practices
- Performance Plans

Recruitment and Selection Selection Approval Phase

- Hiring Manager prepares the Personnel Action Request (PAR) to recommend the selected candidate and sends through appropriate chain of command.
- 101AB Form completion



Recruitment and Selection Selection Approval Phase

- HR sends an offer approval email (conditional offer pending drug screening for external candidates; official offer for internal candidates) to the hiring manager and copies the bureau chief authorizing the hiring manager to contact the applicant, make the job offer and negotiate a start date.
- The hiring manager shall not contact the selected applicant until HR sends offer approval email

Recruitment and Selection Selection Approval Phase

- The hiring manager makes the job offer (conditional or official) and sends an email to HR confirming the applicant has accepted the position and both have agreed on a start date.
 - HR contacts external candidates to schedule drug screening
 - If drug screening is successful, HR sends official offer approval to hiring manager
- HR mails offer letter to applicant to be signed and returned to HR
- HR sends non-selection notification to applicants after selected candidate begins employment

Recruitment and Selection Selection Approval Phase

- Note: If any of the interviewed applicants are current NCDOL employees, HR strongly encourages the hiring manager to call these applicants and say that another applicant has been offered and has accepted the position.



Records Management Post- Recruitment and Selection Phase

HR closes the posting file and maintains these files for two years based on policy requirements.

Records Management

Post-Recruitment and Selection Phase

Hiring Manager Responsibilities:

Maintains an employment history file containing all relevant recruitment and selection information for the position

Can destroy file contents after two years

Possible Selection Issues

Applicant calls you who didn't get the job...

- What are appropriate areas for discussion?

Possible Selection Issues

- Discuss applicant's scores/reasons for non-selection
 - Applicant did not do as well as selected applicant on the interview, etc.
 - Provide the applicant with his/her scores
 - Can not provide other applicant scores without release authorization

Can an Applicant Grieve Non-Selection?

Yes, in most cases, but that
doesn't mean that you
can't survive the challenge



ADA Reasonable Accommodation

ADA Reasonable Accommodation

Sometimes, an employee may need a permanent or temporary accommodation to perform the duties of his/her position. There are different types of accommodations:

- Permanent accommodation due to a lifelong condition. An example of this is providing software and larger computer monitors for an employee with a visual disability or providing a wheelchair accessible workstation for an employee with a physical disability.
- Temporary accommodation due to reduced work schedule or duties limitations upon return to work after an illness, injury or surgery. Some examples include allowing an employee to work a reduced work schedule for a few weeks; allowing an employee to work only desk duty for a few weeks; or allowing more frequent breaks for moving and stretching after an injury or surgery.

ADA Reasonable Accommodation

How do employees request a reasonable accommodation?

- If an employee requests a reasonable accommodation (permanent or temporary), please direct them to Human Resources. We will speak with the employee for more information about the request and provide the form to the employee.

ADA Reasonable Accommodation

What are the next steps?

- Human Resources reviews the accommodation request form and obtains necessary supporting medical documentation.
- Human Resources maintains privacy of the medical documentation and works with the employee's management to determine whether a reasonable accommodation can be made.
- Human Resources drafts a notice of approval or denial to the employee for the Deputy Commissioner's signature. The notice is sent to the employee by the Deputy Commissioner, and Human Resources and the employee's management are copied.

Approvals for temporary accommodations are made on a not more than 30-day basis. Employees may request an extension to the reasonable accommodation.

Note: The process for accommodation requests from job applicants will vary. This process pertains to requests made by current employees.

Questions?



Benefits Administration

Benefits Administration

- New Employee Orientation
- Human Resources'/Supervisor's Roles
- I-9s
- All benefits
- Retirement Benefits

New Employee Orientation

Human Resources' Role:

The following topics are covered during HR's portion of New Employee Orientation

- ID Badges
- Beacon
- Tax Forms and I-9 Forms
- Benefits
- Health Insurance and NCFlex
- NC 401(k) and NC457b
- Information on various life insurance vendors
- Retirement
- Vacation/Bonus/Sick/Community Service Leave/ Policies
- Policies:
 - EEO
 - Workplace Harassment and Workplace Violence
 - Grievance
 - Disciplinary Process
 - Performance Management

New Employee Orientation

Benefits Offered at NCDOL

- State Health Plan
- NCFlex
- State Retirement Plan
- Death Benefit
- Disability Income Plan
- COBRA
- NC 401(k) & NC457b (both through Prudential)
- Employee Assistance Program (EAP)

New Employee Orientation

Supervisor's Role:

Meet with new employees during the first few days of work to cover information including, but not limited to, the following:

- Location of employee's workstation and tour of building's facilities (if applicable)
- Expectations for your bureau such as time and attendance policies, call in policies, requesting leave, dress codes
- Organizational chart of division's chain of command
- Employee's job description and work plan
- Acceptable Use Policy
- Managers' Checklist for New Employees

I-9 Employment Eligibility Verification Forms

Federal immigration law requires all employers to verify both the identity and employment eligibility of all persons hired to work in the United States

<http://www.ncga.state.nc.us/Sessions/2005/Bills/Senate/HTML/S1523v6.html>

I-9 Employment Eligibility Verification Forms

- I-9 Employment Eligibility Verification Requirements
 - I-9 Form must be completed within three days of employee start date
 - Employees must provide valid and acceptable forms of identification as listed on I-9 Form
 - Human Resources prefers to use the employee's driver's license and social security card because these are required for payroll purposes anyway, but employees can provide any forms of ID on I9

Health Benefits

State Health Plan & NCFlex (Effective Dates)

The effective date for new employee coverage is the **FIRST** of the month **AFTER** or the **FIRST** of the 2nd Month after the date the employee starts work. New employees may enroll in the SHP through Beacon.

- New State employees are **not** automatically covered by the State Health Plan on their start dates
- An employee starting on April 1 is eligible for State Health Plan coverage effective May 1 or June 1
- An employee starting on March 31 is eligible for State Health Plan coverage effective April 1 or May 1

Note: By moving the start date to March 31, the employee is eligible for coverage effective April 1. SHP is Prepaid a month in advance.

So, What Are the Qualifying Events?

Qualifying status change events include:

- Marriage
- Divorce
- Birth
- Adoption
- Death
- Spouse's job change or loss
- Insurance loss or gain through spouse's job
- New employment

**Supervisors are usually aware of major changes in an employee's life before HR finds out, so if an employee comes to you with any of these issues, please encourage him/her to contact HR regarding potential changes to their health insurance or NCFlex.*

Retirement Benefits

All State employees contribute to the Teachers' and State Employees' Retirement System

- Employees contribute 6% to their retirement accounts
- Employees are vested for a later retirement benefit after 5 years of service.

Retirement Benefits

Major Changes to Retirement Benefits

- State employees first hired on and after October 1, 2006, must have at least 20 years of state retirement service credit to receive State Health Plan coverage at retirement at no cost to the employee.
- Employees starting on and after October 1, 2006, are eligible for State Health Plan coverage at one-half the state rate at retirement after completion of at least ten but less than twenty years of retirement service credit
- Employees first hired before October 1, 2006, must complete only 5 years of service to be eligible for State Health Plan coverage at retirement.
- Employees first hired on or after January 1, 2021, are not eligible for a health insurance benefit at retirement.

Questions?



Time, Attendance & Punctuality Policy

Time, Attendance & Punctuality Policy

The purpose is to establish a policy and guide for time and attendance which includes overtime, compensatory time & leave, standard work week schedule and flexible work schedule.

Time, Attendance & Punctuality Policy

- Part of a supervisor's responsibilities in planning and managing their work unit's efforts in meeting the agency's mission is the management of the time and attendance of the staff they supervise.
- The Department of Labor's Time, Attendance & Punctuality policy can be found on the DOL Intranet Page.

Time, Attendance & Punctuality Policy

“Fair Labor Standards Act (FLSA)” was passed in the 1938 to create more jobs during the Great Depression. It set a minimum wage, established the 40-hour work week and required time and a half compensation for non-exempt employees of any work time over 40 hours.

Time, Attendance & Punctuality Policy

“Exempt” means that the work of the position meets FLSA requirements of both salary and duties so that the employee in the position is exempt from overtime requirements. These employees can be required to work any number of hours per week without payment of overtime or the accumulation of Compensatory Time (Comp Time).

Time, Attendance & Punctuality Policy

“Non-Exempt” means that the work of the position fails to meet one or more of the FLSA criteria, therefore the employee in the position must be paid time and one-half for all hours worked over 40 in a workweek or must have the overtime hours placed in comp time.

Time, Attendance & Punctuality Policy

- “Workweek” means any recurring period of seven 24-hour periods.
- The workweek may start at any hour or minute of the week, but once established, must be maintained.
- “Work Time” means any time spent by an employee in the production of goods and services for an employer.

Time, Attendance & Punctuality Policy

Comp Time

- Must be pre-approved by the supervisor
- “Comp Time” --hours worked by a non-exempt employee in excess of 40 in any workweek.
- Non-exempt employees earn at time and $\frac{1}{2}$ rate
- Exempt employees earn hour for hour comp time
- Cannot exceed a balance of 240 hours
- After 365 days non-exempt employees will be paid for their comp time
- Exempt employees lose their comp time after 365 days

Time, Attendance & Punctuality Policy

“Flex-Time” – work schedule option allowed by state personnel policy that allows a state agency to establish employee work schedules different from the state Standard Work Schedule of forty hours per week and the normal work schedule of five days per week, eight hours per day plus a meal period. Approval and continued use of a flextime schedule is subject to the work needs of the work unit and an employee performing at the meets or exceeds performance level with a good attendance record.

Time, Attendance & Punctuality Policy

“Meal Period” – A meal period is a span of at least 30 consecutive minutes during which an employee is completely relieved of duty. It is not counted as hours worked. A so-called “meal period” of less than 30 consecutive minutes must be considered as hours worked for employees who are non-exempt as defined by the FLSA.

Time, Attendance & Punctuality Policy

Major Points to Remember

- Employees must take compensatory time for any absences prior to using vacation or bonus leave.
- Flex-Time is a privilege not an employee right and must not interfere with work needs.

Time, Attendance & Punctuality Policy

Tardiness & Absenteeism

- Employees who establish habitual patterns of absenteeism and/or tardiness (i.e., consistently having unscheduled or unapproved absences and tardiness occurring before or after regularly scheduled weekends, holidays, paydays, scheduled vacation days, etc.) will have these absences addressed by the supervisor and such absences will be taken into consideration when determining levels of corrective action
- Tardiness may not be excused when there are patterns of leave abuse, staff shortages, or situations where tardiness could have been avoided. Tardiness also includes leaving before the end of a workday
- Supervisors can request doctor's notes from employees that have habitual patterns of absenteeism due to sick days. Please contact HR for guidance on this

Time, Attendance & Punctuality Policy

Timesheets

- Employees should key time for the previous week by 5pm on Monday
- Supervisors should approve time for the previous week by 5pm on Tuesday
- Please notify HR of employees keying Leave Without Pay (LWOP) 9400 on their timesheets. LWOP entries are subject to approval by the HR director.
- HR runs various time reports each month to catch problems with timesheets

Questions?



Leave Programs

Leave Programs

- Family and Medical
- Paid Parental
- Family Illness Leave
- Voluntary Shared Leave
- Leave Earnings
- Community Service Leave

Family and Medical Leave (FML)

- Provides up to 12 weeks or 480 hours of protected time off for employee's serious medical condition, birth of a child/adoption of a child, or to care for a family member with a serious medical condition
- Unpaid, but employees may exhaust leave to remain in pay status or request voluntary shared leave if all leave is exhausted
- State Health Plan for employee remains intact regardless of pay status
- If an absence qualifies for FML designation, HR must designate it as such. Therefore, the employee must provide required documentation. Employees cannot waive their FML rights

Paid Parental Leave (PPL)

- New benefit adopted by NCDOL in February 2021 by Commissioner Dobson
- Employee must qualify for FML in order to qualify for PPL
- Provides 4 or 8 weeks of paid time off (without using employee's leave) after the birth or adoption of a baby
- Birthing parent receives 8 weeks
- Non-birthing parent and adoptive parents receive 4 weeks
- Runs concurrently with FML

Family Illness Leave (FIL)

- Provides up to 52 weeks of protected time off in a 5-year period to care for a family member with a serious medical condition
- FML entitlement must first be exhausted
- Must be in pay status for State Health Plan coverage for employee to remain intact.
- Employees may exhaust leave or take this as leave without pay

Voluntary Shared Leave (VSL)

- If an employee misses more than 20 days of work for a serious medical condition for the employee or an immediate family member and has exhausted all leave balances, the employee may apply for VSL
- Nonfamily members may donate up to 1 week of sick leave
- Employees can donate vacation or regular bonus leave

Vacation & Sick Leave

- All employees earn vacation leave based on years of service
- All employees earn 8 hours of sick leave per month
- Sick leave cannot be used to take vacation time
- Leave is pro-rated for part-time employees

Community Service Leave

- Employees are allowed 24 hours per calendar year to volunteer in support of schools, communities, citizens, and non-profit organizations
- 36 hours are given to mentor/tutor
- Leave does not transfer from year to year.

Special Leave

- Military Leave
- Civil Leave
- Adverse Weather Leave
- Educational Leave
- Personal Observance Leave

Separations

Separation

- The last day an employee works is the date of separation, except in retirement
- Timing is critical with employee separations. Please notify HR (phone or email) as soon as you receive notice that an employee is separating
- Send a PAR to HR to separate the employee

Separation

Employees can separate in different ways and for different reasons.

- Employees can resign - preferably with at least 2 weeks notice but it's not required (sometimes they just leave)
- Voluntary resignation without notice
- Separation due to unavailability
- Retirement
- Reduction in Force (RIF)
- Dismissal

Separation

Points to remember:

- Be aware of your employees' leave balances.
- If an employee separates with no vacation, bonus or compensatory leave balances and is overpaid, our means of recovery are extremely limited
- If you can find out why an employee is resigning it can help us learn how to keep other employees from leaving
- The last day worked is the date of separation, except with a retirement separation
- Complete a PETS in NCVIP when applicable

Questions?



ID Badges

ID Badges

Department of Labor policy requires that all employees wear ID Badges issued by the Department of Administration's Security Systems Division

- HR Badge Coordinator will process all ID badge requests
 - A photo will be taken of new employees located in Raleigh.
 - Employee will be notified when badge is ready.
 - Non-Raleigh based employees must submit a photo in front of a red background and email it to the HR Badge Coordinator.
 - ID badge will be mailed to the employee

ID Badges

- New ID badges are free
- Replacement badges for current employees are \$6.00. Employee is responsible unless their division/bureau agrees to pay.
 - An email must be sent to the ID Badge Coordinator from the division head or bureau chief if they are paying.
 - Lost, stolen or damaged ID Badges must be reported immediately.
 - If badge fades or become damaged while performing work related tasks and email from the division head or bureau chief is required.

If an employee's picture is 5 years or older a new photo is required for a replacement badge.

Workers' Compensation

What is Workers' Compensation?

Following the NC workers' compensation laws, it is medical benefits and disability compensation provided by the employer when an employee is injured on the job.

Workers' Compensation

- Contact Crystal Williams, the DOL WC Administrator, as soon as possible to report a workplace illness or injury
 - 919-707-7732
 - crystal.williams@labor.nc.gov
- Complete these two forms and send to the WC Administrator:
 - Employee's Report of Injury
 - Supervisor's Investigation of Event
- Locate a CCMSI approved provider for your employee so they can seek treatment
- Keep your WC Manager Guide accessible

Workers' Compensation

To locate a CCMSI approved preferred provider for medical care in your general vicinity please visit:

<https://www.talispoint.com/login/>.

Log in with Username: strata
Password: SONC99

Search for a provider that is convenient to the injured employee

Once you locate a provider you will need to complete a Medical Authorization Form which is available on the DOL Intranet. The injured employee will need to take this form to the provider when they seek initial treatment.

Workers' Compensation

Ergonomic Concerns?

Send completed Employee Report of Injury and the Supervisor's Investigation of Incident to the WC Administrator.

The DOL Ergonomics Committee will handle ergonomic concerns



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Workers' Compensation Leave

- Workers' Comp Leave
- Workers' compensation weekly benefits
- 7 Day waiting period
- DOL HR will assist

Workers' Compensation

- You must contact us when an employee is injured on the job to make sure they get the benefits they should under workers' compensation.
- It is also important that you contact us when an employee is out of work due to an injury to make sure the employee is not getting over paid.
- For life threatening and emergency situations send the employee to the nearest emergency room, don't wait for approval.

Workers' Compensation

Other Resources

Employee Handbook

<https://oshr.nc.gov/workers-compensation-employee-handbook>

Supervisor Handbook

<https://oshr.nc.gov/workers-compensation-supervisors-handbook>

Questions?



Leadership- Organizational Effectiveness & Efficiency

Organizational Effectiveness & Efficiency

Effectively plans, prioritizes, organizes, and aligns human, financial, material, and information resources to meet work unit and organizational goals. Efficiently deploys resources when, where, and how they are needed. Communicates expectations clearly, provides performance- based feedback and coaching, and consistently measures progress. Deals effectively with performance problems.

- Leadership Value
 - Part of Performance Plan for all supervisors at Labor
- This value deals with the behaviors of how you manage your work unit and those who report to you

Leadership- Trust

- Building Trust
 - It doesn't just "happen"
 - Being competent in your role
 - Establish a successful track record
 - Admit when you make a mistake
 - Ask for and accept feedback
 - Listen to Learn, not to respond
 - Keep your commitments

Avoid behaviors that hinder building trust on your team.

Ethics & Integrity

What is ethics?

Maintains social, ethical, and organizational norms. Firmly adheres to codes of conduct and ethical principles. Works and communicates in a direct and honest manner with colleagues and clients. Follows through on commitments and obligations. Interacts in a way that builds others' confidence in the intentions of the individual and of the organization.

Accountability

Accepts full responsibility for oneself and for one's contribution as a team member; displays honesty and truthfulness; confronts problems quickly; displays a strong commitment to organizational success and inspires others to commit to goals; demonstrates a commitment to delivering on his/her public duty and presenting oneself as a credible representative of the agency and state, to maintain the public's trust.

Quality

Consistently delivers high-quality products, services, processes, programs, and projects. Regularly and proactively seeks ways to improve outcomes and results. Produces work that is accurate, efficient, and timely.

Customer Service

Consistently demonstrates a strong commitment to providing value-added services to external and internal customers. Proactively identifies customer needs and requirements, delivers quality service, and continuously improves performance of self and others. Develops, implements, and evaluates work processes which are both efficient and effective from the customers' perspectives.

Diversity & Inclusion

Demonstrates an open-minded approach to understanding people, regardless of their gender, age, race, national origin, religion, ethnicity, disability status, or other characteristics; treats all people fairly and consistently and with dignity and respect; effectively builds an inclusive work environment, composed of people from diverse backgrounds and with diverse perspectives, where everyone feels welcomed and valued and is allowed the opportunity to use his or her skills, abilities, and knowledge to succeed.

Diversity & Inclusion

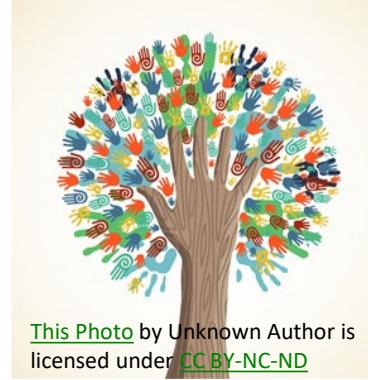
Keep in mind what being diverse and inclusive is NOT:



- Does not recognize cultural differences; may use unsupported stereotypes to develop an understanding of others.
- Occasionally treats people differently depending on culture, gender, race, socioeconomic, or other factor(s).
- Works well with people who are similar to him/her but has difficulty working with people who have different backgrounds.
- Gives preferential treatment to a group based on a common characteristic of that group.
- Sometimes makes statements that are offensive or insensitive.
- Criticizes or disregards different opinions, styles, or ways of working.
- Tolerates comments and actions of others that reflect stereotypical views of people who are different from oneself.

Diversity & Inclusion

- Belonging and Including
 - Community, Security (trust factor), Commitment, Motivation, Support, Achievements & Successes, Meeting Goals, Health & Wellness
 - Identifying and addressing instances of exclusion



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Diversity & Inclusion

Terms to Remember:

- Diversity
- Inclusion
- Equity
- Intercultural Sensitivity



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EEO



The NCDOL will provide Equal Employment Opportunities for all persons regardless of:

- Race
- Color
- National Origin
- Religion
- Sex
- Age
- Disability,
- Genetic Information
- Political Affiliation

*Coming Soon:
EEO Advisory Committee*

Engaging with Employees

- Communication
- Active Listening
- Emotional Intelligence
- Soft Skills
- We never “master” these skills, but we can always grow in these areas



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Conflict Resolution

Conflict Resolution is a skill that any manager may need at some point in their career.

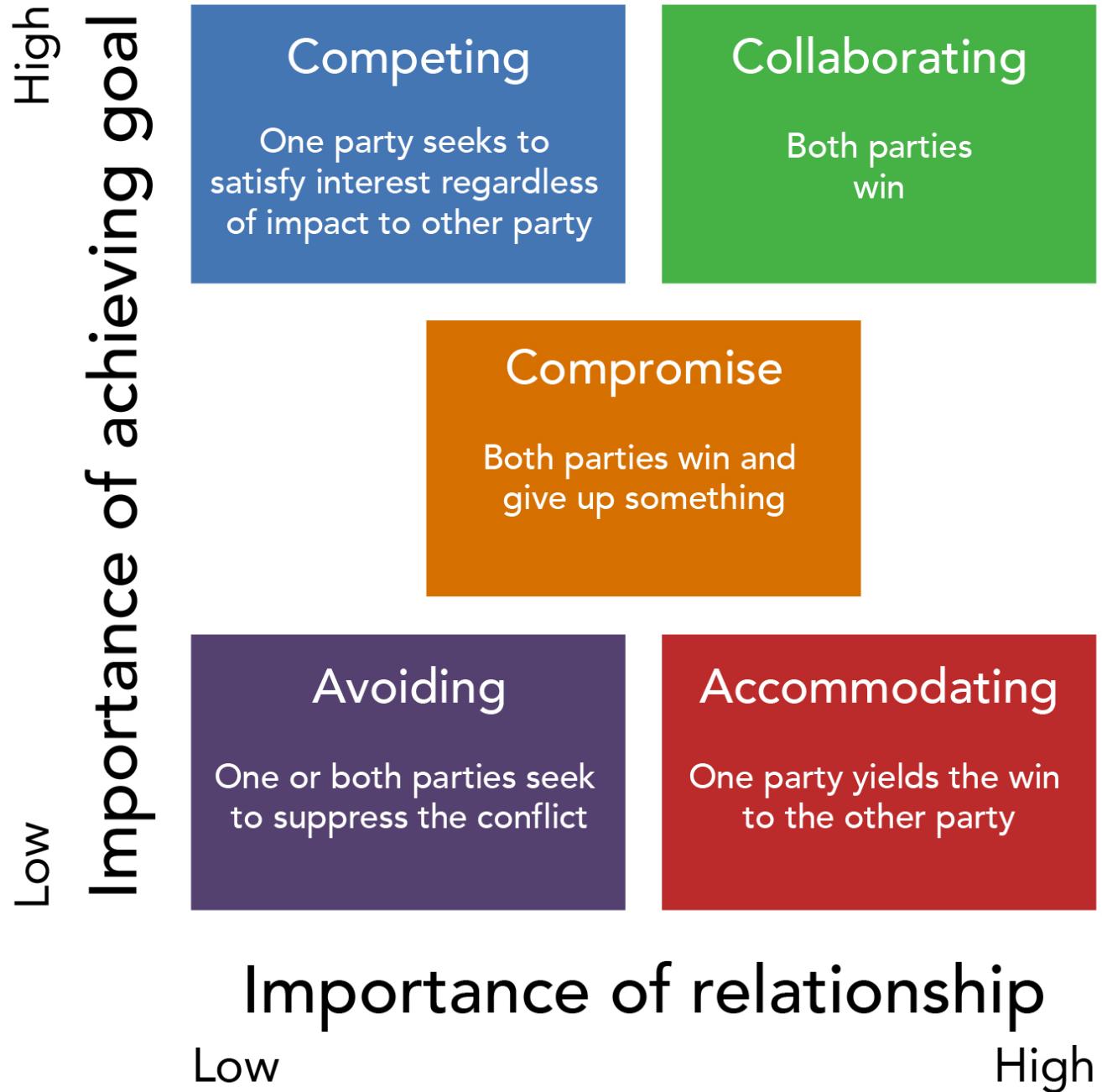
Online training resources are available

A good start is the “Conflict Resolution Playlist” that is available on the LMS (NC Learning Center)



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Conflict Resolution- TKI Model



Conflict Resolution

- Determine the root cause
- Take a step back
- Communicate **EFFECTIVELY**
- Take Ownership



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Performance Management

What happens when we do Performance Management right?

- We have effective communication between employees and supervisors/managers
- We ensure employees have a clear understanding of what is expected of them, and how their work contributes to the mission of NCDOL
- We ensure employees both provide and receive input into the development of goals and ongoing feedback about how effectively they are completing goals
- We provide employees with ongoing coaching opportunities when they hear feedback and are given direction about any area(s) needing improvement
- We identify and inquire about possibilities of employee development and opportunities for growth
- We provide policy consistency
- **WE STAY ENGAGED WITH OUR TEAM**

Performance Reviews

Policy requires performance reviews for the following instances:

- New probationary employees
 - Considerations for probationary employees
- Permanent (and probationary if applicable) employees should have 3 formal NCVIP reviews per performance cycle
- Time limited employees
- Employees in trainee classifications
- Transferring employees
- Any change in supervisor
- Voluntary separation EXCEPT for retirement
 - Involuntary separation such as disciplinary action, disability, illness or death do not require a review

The Performance Management Process



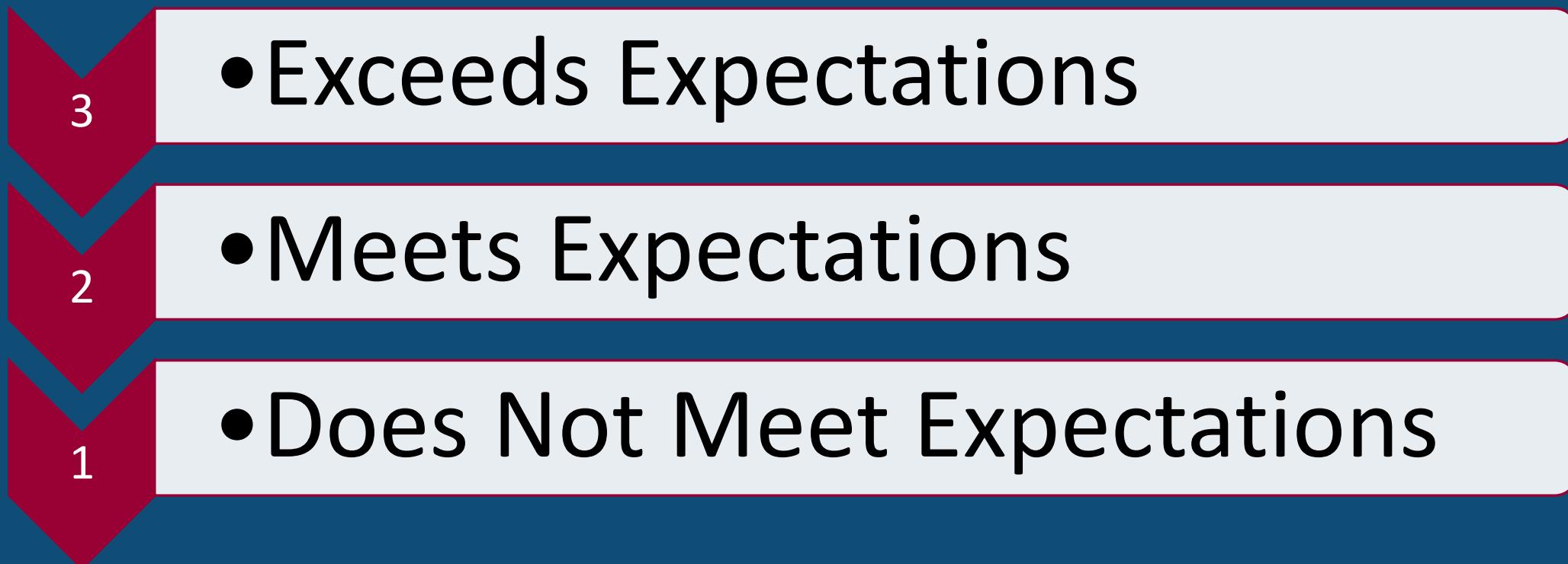
Throughout the performance cycle supervisors should CONTINUOUSLY do the following:

- Document employee performance based on observation and feedback from others
- Document goal and value results for employees
- Provide feedback, both positive and corrective when needed
- Document any accomplishments
- Document (either electronically or in writing) any formal coaching or counseling sessions and any formal performance discussions

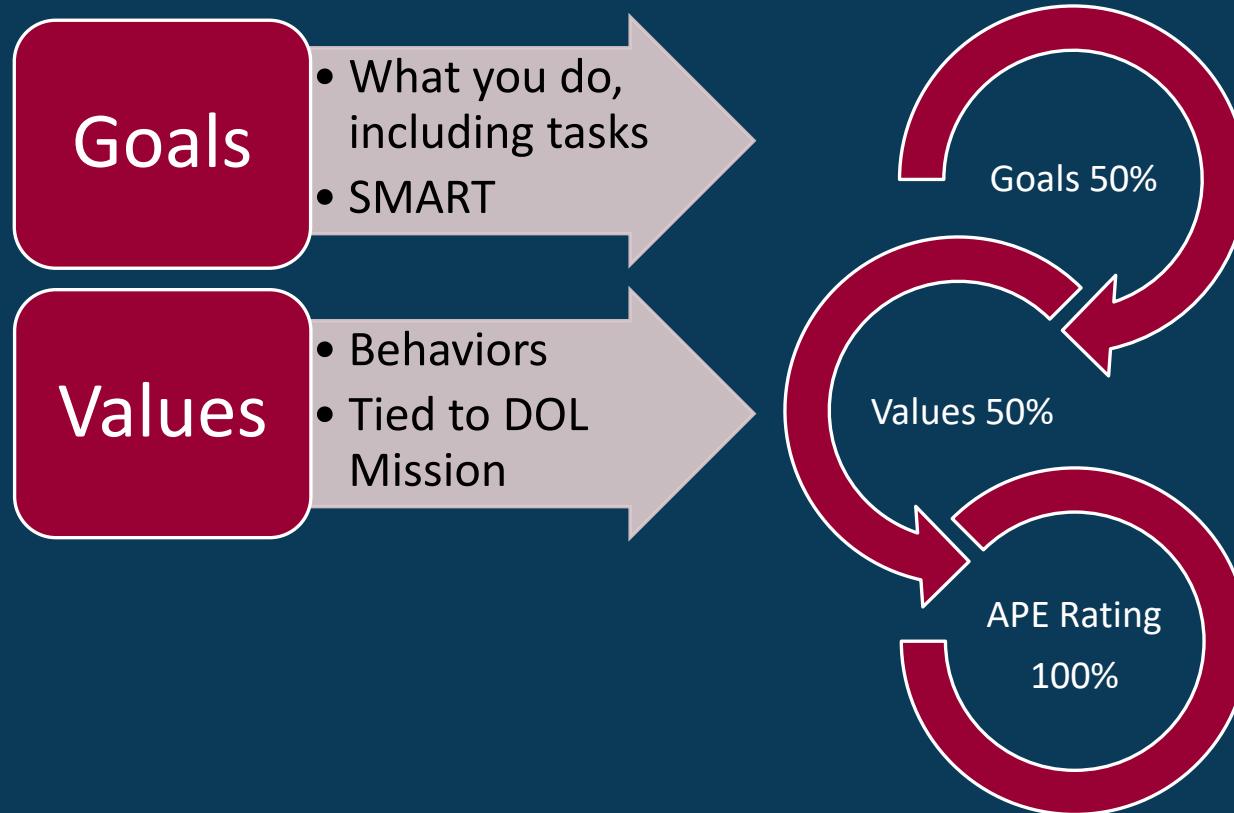
Formal Performance Discussions



3-point rating scale



The Performance Plan, cont.



Goals

- Employees must have 3-5 goals
- Goals may have 1-5 tasks
- Goals are created and calibrated for the position, not the employee
- Goals/tasks are SMART
 - Specific
 - Measurable
 - Attainable
 - Relevant
 - Time-bound

Goals are assigned:

- At the beginning of a performance cycle
- When an employee enters a position
- With any significant change in expectations

Values

The associated behaviors that result in successful performance to accurately quantify the contribution the employee makes to the success of NCDOL

- Accountability
- Customer Service
- Diversity & Inclusion
- Ethics & Integrity
- Quality
- **Organizational Effectiveness & Efficiency***

***Supervisors only**



NC Learning Center

Learn. Perform. Connect

Home Learning Leadership Training Reports Performance New Connect

Hi Angela! What would you like to learn today?

Search for learning

Your Subjects Add

You don't have any subjects yet. Add a few to get better recommendations.

Your Playlists

Created	Followers	Followed
0	0	0

Transcript View

PAST DUE	DUE SOON	ASSIGNED / NO DUE DATE
0	1	3

QWCP PROGRAM

OSHR QUALIFIED WORKERS' COMPENSATION PROFESSIONALS PROGRAM

GET STARTED now

Continue Learning



Learn. Perform. Connect

Home Learning Leadership Training My Team Reports ILT Admin Content Performance Admin New Connect

My Team

My Team: [REDACTED]

Profile	OSH Safety & Health...	Activities	Profile	Performance	Calendar
	OSH Safety & Health...				
	01 - 04	Archived Activities	Current Activities		05 - 06
	OSHA Health Complia...				
	OSH Safety Complia...				
	[REDACTED]				

To Do's

Task Description	Completion Status	Due Date	Completed
Adherence to bureau, division and department policies and procedures	100%	6/30/2016	
Assist division through 4 days of field visits (e.g.; star evaluations, safety awards banquets, technical assistance, compliance inspections, consultative visits, case file review) per 15-month cycle.	100%	6/30/2016	
Attend 100% assigned training courses for skills advancement (e.g.; safety and health topics, software, etc.)	100%	6/30/2016	

Home Learning Leadership Training My Team Reports ILT Admin Content Performance Admin New Connect

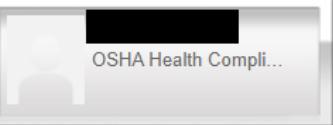
My Team

My Team: [REDACTED]

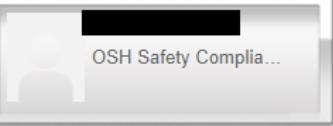


OSH Safety & Healt...

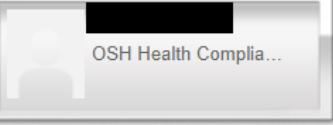
01 - 04
05 - 06



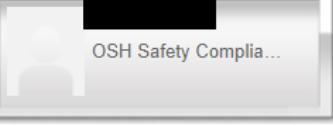
OSHA Health Complia...



OSH Safety Complia...



OSH Health Complia...



OSH Safety Complia...



Activities



Profile



Performance

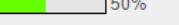


Calendar

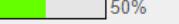
Goals | Reviews

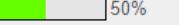
Goals

Actions ▾

DOL-OSH-Compliance Supervisor (1 of 5)
Progress:  50% Status: On Track Due Date: 6/30/2022

DOL-OSH-Compliance Supervisor (2 of 5)
Progress:  50% Status: On Track Due Date: 6/30/2022

DOL-OSH-Compliance Supervisor (3 of 5)
Progress:  50% Status: On Track Due Date: 6/30/2022

DOL-OSH-Compliance Supervisor (4 of 5)
Progress:  50% Status: On Track Due Date: 6/30/2022

DOL-OSH-Compliance Supervisor (5 of 5)
Progress:  50% Status: On Track Due Date: 6/30/2022



Addressing Unsatisfactory Job Performance

Addressing Unsatisfactory Job Performance

Is a PIP always the answer?



This Photo by Unknown Author is licensed under [CC BY-SA-NC](#)

- DCS
- PIP
- Discipline

DOCUMENT, DOCUMENT, DOCUMENT!

Addressing Unsatisfactory Job Performance

- Describe the Deficiencies (Be Specific)
- What Improvements must be made
 - Detailed instructions on how improvement can be made
- Deadline(s)
- Follow-up
- Consequences

*DCS and PIP form, IS a DCS=PIP?

Addressing Unsatisfactory Job Performance

Coaching for Success

- Verbal Feedback on a regular basis
- How to best handle delivering feedback
- What type of situations should I give feedback, what are some examples?

Confidentiality and Policy Compliance

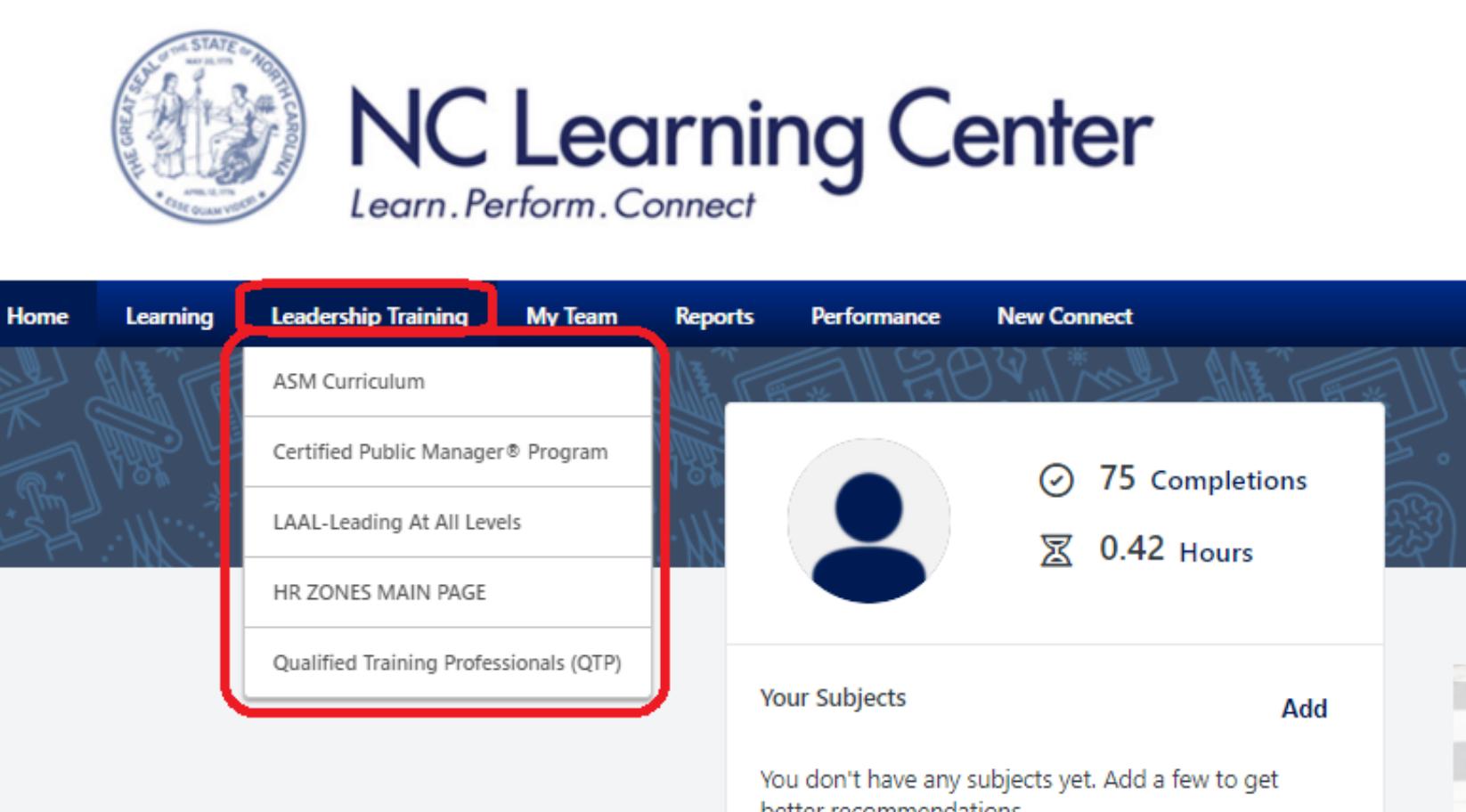


Training & Development

Career Development

- **Supervisor Required Courses**
- **Individual Development Plan**
 - provide opportunities for new skill development
 - develop a current skill to the next level

Helpful Resources and Training



The screenshot shows the NC Learning Center homepage. At the top left is the Great Seal of the State of North Carolina. To the right is the title "NC Learning Center" in large, bold, dark blue letters, with the tagline "Learn. Perform. Connect." in a smaller, italicized, dark blue font below it. The top navigation bar includes links for "Home", "Learning", "Leadership Training" (which is highlighted with a red box), "My Team", "Reports", "Performance", and "New Connect". Below the navigation is a banner featuring icons of people, a brain, and a gear. To the right of the banner is a user profile box with a blue circular icon, showing "75 Completions" and "0.42 Hours". The main content area features a list of training resources under the "Leadership Training" menu, which is also highlighted with a red box. The resources listed are: "ASM Curriculum", "Certified Public Manager® Program", "LAAL-Leading At All Levels", "HR ZONES MAIN PAGE", and "Qualified Training Professionals (QTP)".

Leadership Training

- ASM Curriculum
- Certified Public Manager® Program
- LAAL-Leading At All Levels
- HR ZONES MAIN PAGE
- Qualified Training Professionals (QTP)

75 Completions

0.42 Hours

Your Subjects

Add

You don't have any subjects yet. Add a few to get better recommendations.

LAAL-Supervisory Course Descriptions

- **Supervisory Foundations** - How do you enhance your success as a supervisor? This course explores the scope and responsibilities of a frontline supervisor and identifies competencies and factors critical to your success. By the conclusion of this course you will be able to demonstrate an ethical decision making model; set and maintain standards of accountability for your team; define your customer network and satisfaction metrics; effectively lead change; and utilize a structured discussion model to ensure your messages are clear, efficient, results-focused and respectful.
- **Coaching for Supervisors** - This course will provide you with strategies to guide your staff in the performance of tasks, by holding them accountable for meeting specific and measurable goals; discerning what motivates each team member; appropriately delegating work; regularly and proactively providing positive and developmental feedback; addressing employee performance issues, holding everyone to the highest ethical standards and fostering a customer focused and continuous improvement learning environment.
- **Leading Teams for Supervisors** - What determines if a team will perform well? Enhance your abilities to lead your team by learning about the stages of team development and characteristics of high-performing teams. Learn to apply communication techniques that promote constructive discussion of diverse perspectives. Develop your ability to become a change agent, creating an environment of continuous learning and inspiring team excellence!
- **Managing Work for Supervisors** - Getting work done through others is the core of the supervisory role. In this course you will assess your performance relative to crucial leadership competencies; learn strategies to maintain and communicate standards for performance accountability; utilize productivity tools and techniques to enhance outcomes; and be able to respond positively to new information and changing conditions.

Employee Assistance Program

EAP



Employee Login:
www.mygroup.com
User: nclabor
Password: guest

1-800-633-3353 or 704-529-1428

Supervisor Login:
•User: mygroup
•Password: manager1987

Questions?



Grievance Policy

Employee Grievances

Grievable Issues:

- Policy Violations
- Unlawful Discrimination, Harassment, Retaliation
- Overall Performance Rating “Does Not Meet Expectations”
- Certain disciplinary actions:
Suspension, Demotion, Dismissal

The process:

- Informal Grievance Process
- Formal Grievance Process
 - Mediation
 - Hearing
 - Final Agency Decision (FAD)

Employee Grievance Process

Informal Inquiry

- Must be filed within 15 days of the alleged adverse action

Informal Inquiry

- Agency must render a determination within 45 days

Formal Step 1

- Mediation
- Must file within 15 days from Inquiry determination letter

Step 2 Hearing Officer

- Must be filed within 5 days of mediation impasse

Final Agency Decision

- Must send determination letter within 90 days of the Step 1 filing date

Office of Administrative Hearing

- Must petition for Contested Hearing within 30 days of FAD determination

Investigations



- All claims taken seriously and investigated thoroughly
- Maintain confidentiality
- Maintain impartiality
- Get the FACTS!

Disciplinary Policy

Disciplinary Actions

Human Resources Consultation

Disciplinary Actions

- Written Warning
- Pre-Disciplinary Conference
- Suspension
- Demotion
- Dismissal

Non-Disciplinary Actions

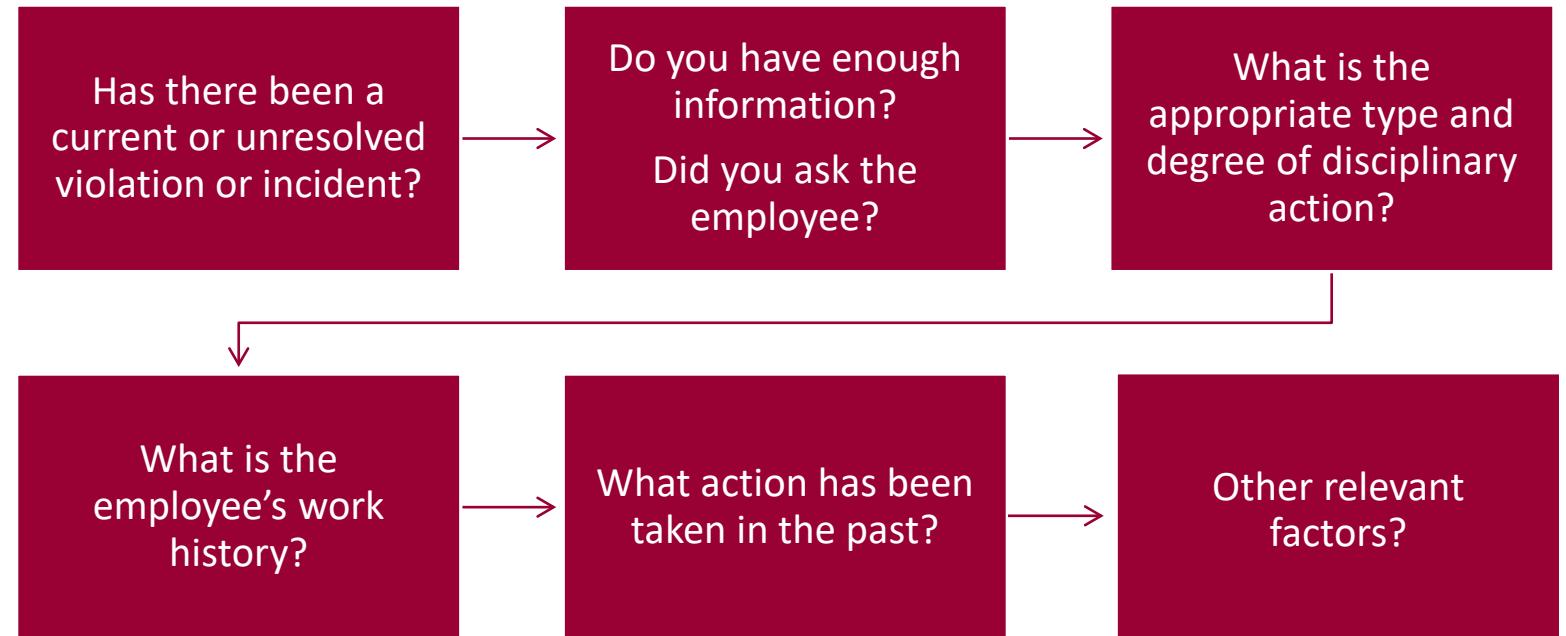
- Verbal Coaching
- Documented Counseling

Disciplinary Actions

Why Discipline?

- Improve Unsatisfactory Job Performance
- Correct Unacceptable Personal Conduct
- Provide Notice
- Create a Record

Disciplinary Actions



Workplace Harassment and Workplace Violence

Unlawful Workplace Harassment

Unsolicited and unwelcomed speech or conduct based of race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age, political affiliation, National Guard or veteran status, genetic information or disability where:

- enduring the offensive conduct becomes a condition of continued employment, or
- the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive.

-Sexual Harassment

-Retaliation

-Report Instances if this happens to you!

Workplace Violence

Workplace Violence includes, but is not limited to, intimidation, bullying, cyber-bullying, stalking, threats, physical attacks, domestic violence, or property damage and includes acts of violence committed by State employees, clients, customers, relatives, acquaintances, or strangers against State employees in the workplace.

Questions?





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