Best Managerial Practices
For Supervisors and Managers

Lisa Milne
Employee and Management Relations

Kirsha Del Pino
Staffing and Compensation Management

Karen Chawner
Strategic Workforce Solutions

Elida Lee
Talent Management

Tracy Tarver
Conflict Management and Dispute Resolution Services

Susan Harnden, LCSW
HealthPoint EAP
Differentiating Services

Organizational Effectiveness

CM&DR

SWS

EAP
HealthPoint
Employee Assistance Program

Integral to all services
- Individual appointments to discuss workplace concerns
- Training
- Privacy/Confidentiality of issues – specifics differ among services

Short Term Personal Counseling and Referral
- Stress, Relationships, Anxiety and Depression, Communication, Substance Abuse
- Part of the benefit plan for retirees, employees and their dependents

Manager Consulting
- Communication Strategies, Fitness for Duty, Threat Management, Crisis Related Stress Management, Managing Emotional and Mental Health Concerns
- Contact
  - [http://www.utexas.edu/hr/current/services/](http://www.utexas.edu/hr/current/services/)
  - 512-471-3366; susan.harnden@austin.utexas.edu
Conflict Management and Dispute Resolution Services

The earlier the conflict is managed the better.

Integral to all services
- Act as a third-party neutral (impartial)
- Safe place for staff to share experiences and thoughts
- Privacy/confidentiality of issues

Services provided
- Information, resources, and referral
- Conflict coaching
- Workplace mediation
- Training and education
- UT staff dispute resolution officer under the Grievance Policy, HOP 7.C.1.
- Administer the grievance decision-making procedure

Contact
- UT Directory key words: “conflict” & “dispute”
- [www.utexas.edu/hr/current/services/dispute/](http://www.utexas.edu/hr/current/services/dispute/)
- 512-471-6638; tracy.tarver@austin.utexas.edu
Strategic Workforce Solutions
Staffing, Compensation and Employee Relations

Integral to all services

- Consultation via phone or in person
- Coaching to help you address specific workplace concerns
- Training and skill-building workshops
- Discussions Groups in which SWS representatives meet with supervisors and managers from various departments to discuss topics of interest or problem-solve questions and concerns

Staffing and Compensation services provided

- Classification and Compensation Policies and Procedures
- Pay Grades and Structures
- Compensation and classification studies
- Internal and external salary equity
- Recruiting processes, compliance and best practices
- Partnerships with advertising agency, relocation vendor and executive search firms
Strategic Workforce Solutions (cont.)

Staffing and Compensation services provided (cont.)
- Best practices and guidelines for interview/selection committees
- Special Consideration program and job coaching vendor

Employee Relations services provided
- Feedback on HR related documents
- Informal conflict resolution services to help you collaboratively approach conflict resolution with your employees
- Performance management
- Informal conflict resolution
- Corrective action (including reviewing documents)
- Process guidance or interpretation and implementation of laws, policies and procedures
- Conducting difficult performance evaluations
- Discussing corrective action with an employee
- Managing difficult workplace situations, problems and conflicts
Strategic Workforce Solutions (cont).

Contact

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  - 475-7200, karen.chawner@austin.utexas.edu

Contact

- Lisa Milne, Principal HR Consultant for Employee and Management Relations
  - 475-7200, lisa.milne@austin.utexas.edu

Contact

- Kirsha Del Pino, Principal HR Consultant for Staffing and Compensation Services
  - 475-7200, kirsha.delpino@austin.utexas.edu
Organization Effectiveness

Consulting, programs and tools to assist colleges and departments in establishing and implementing organizational strategy and aligning strategy with HR systems and processes.

Services provided

- Strategic Planning
- Organization assessment and development
- Competency Modeling
- Job Profiling/Hiring
- Performance Management
- Succession Planning
- Leadership Development
- Employee Development
- Employee Engagement
- Manager 360 assessment and coaching
- CareerSmart

Contact

- Elida Lee, Principal HR Consultant for Organizational Effectiveness
- 475-7200, elida.lee@austin.utexas.edu
Group Format

- Presentations
- Group discussion
- Cases
- Activities
- Take away assignments
- Confidentiality
Introductions

- Name & Department
- Length of time supervising
- Did you plan to be a manager when you started your career?
- Were you a manager before you came to UT?
- Are you managing people who used to be your peers?
- Why did you sign up for the group?
- What is your biggest challenge as a supervisor @ UT?
Skills Questionnaire

- 30 short situations you could face in your supervisory role
- Read each situation and decide what you would be likely to do in that situation (not what you think the right action would be)
Guiding the Work

Discussion: True or False

- The job description sets the expectation for the employee.
- My job is to manage employee performance and tasks.
Organizing the Work

- My job is to know every task my employees do in great detail
Developing Your Staff

- There is no way to really know what motivates each employee
- The number one reason employees leave their jobs prematurely is because they have not been able to establish a relationship of trust with their supervisor.
- Functional/Technical skills training is the only type of training employees need or want.
Managing Performance

- The main reason supervisors fail at communicating on crucial issues is because they avoid them.
- If there is a performance issue, it is best to wait until performance appraisal time to address it.
- The best time to begin corrective action is after coaching has not worked.
- You cannot manage employee behavior through performance management.
Managing Relations

- When there is a conflict between employees, it is the supervisor’s job to resolve it.
Schedule & Discussion of Topics

- October 7  8:30 to noon  Introduction/Overview
- October 15  9-11:30  Leave Issues
- October 21  9-11:30  Setting Expectations
- October 28  9-11:30  Difficult Communication
- November 4  9-11:30  Appraising Performance
- November 11  9-11:30  Conflict Management
- November 18  9-11:30  Talent Management
- December 2  9-11:30  Corrective Action
- December 9  9-11:30  Staffing and Recruiting
- December 16  9-11:30  Motivating Others
Next Meeting

Topic:
Leave Issues

Homework:
- Think about leave situations you have faced with employee relations components and be prepared to discuss.
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