



Employee Relations

The good, the bad and the
sometimes ugly



Today You Will Learn...

- What is employee relations?
- What the manager's role is in the process?
- When is corrective action is appropriate?
- When should you call HR?



Employee Relations

The process used by managers and HR to work with employees by:

1. Setting expectations for employees not meeting job requirements;
2. Resolving work-related problems; and
3. Promoting and sustaining a positive work environment.



How It Works

- Manager notices a performance issue and (ideally) calls HR before it becomes a big problem.
- HR serves as a sounding board and coaches manager to:
 1. Determine if lack of employee skill (ability) or will (motivation)
 2. Set/clarify expectations for employee
 3. Monitor progress and give feedback



HR Services

- Consult with managers on work-related policies (FMLA or ADA) and procedures, including potential corrective action.
- HR can work directly with employees to provide development or assistance resolving work-related problems.
- Note: Managers must consult with HR before taking disciplinary action against an employee (e.g., warnings, suspension, or termination of employment).



Corrective Action Policy

- The Corrective Action Policy is not intended to address employee misconduct. Behaviors which usually result in corrective action include, but are not limited to:
 - failure to meet the expectations of the position as described in the role/job description;
 - failure to provide quality service to College constituencies;
 - failure to demonstrate the behaviors expected of all Babson employees; or
 - recurring absence or tardiness.
- The corrective action process may be initiated at any time, in consultation with HR. The College retains the right to address each situation on a case-by-case basis.



Employee Conduct Expectations

The College's philosophy is to coach and counsel employees towards improvement whenever possible, but there are times when termination of employment is appropriate. Behaviors which usually result in dismissal include, but are not limited to:

- Flagrant disregard of College policy
- Acts of gross insubordination
- Committing any unlawful act while on College property
- Falsification of work records or time sheets
- Alcohol/illegal drug use in the workplace
- Gambling
- Sexual harassment
- Acts or threats of violence



Termination of Employment

Resignation

Employees who resign voluntarily should notify their manager, in writing, in advance. It is expected that exempt and non-exempt employees give a minimum of two weeks' notice.

Involuntary Dismissal

Involuntary dismissal occurs if the College requests an employee's dismissal. This can occur without advance notice.

Retirement

In accordance with the Age Discrimination in Employment Act, the College does not require employees to retire at any particular age.



When to Call HR

- Call HR if you have any questions about anything.