

B8595HC  
2.E56-2  
Copy 1

**CPM PROJECT**

Proposal  
for

Employee Relations  
Training Program for Managers and Supervisors

Maxine R. Sumpter  
1201 Main Street  
Columbia, South Carolina 29201

Budget and Control Board

Submitted March 13, 1998

**S. C. STATE LIBRARY**

AUG 10 2004

**STATE DOCUMENTS**

CPM Project  
Project Goal and Problem Statement

Project Goal

The goal is to equip all offices to manage employee relations problems and to write substandard performance notices and disciplinary correspondence at the written reprimand, suspension, pre-termination and termination stages, with minimal revisions by Personnel Services by July 1998.

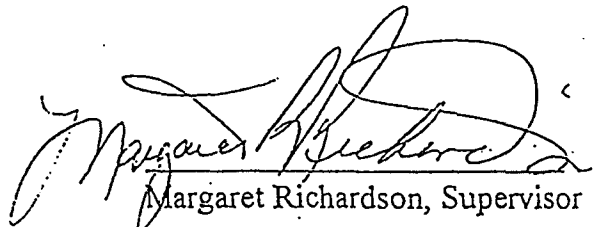
Problem Statement

As disciplinary and substandard performance problems arise, we need to ensure that managers and supervisors are adequately trained to handle various employee relations matters. We also need to ensure that our managers and supervisors are adequately equipped to manage their human resources.

Currently very few offices in the Board are writing notices of substandard performance and disciplinary letters above the counseling stage.

Managers and supervisors should consistently participate in a comprehensive personnel policies and procedures training program in order to be able to answer personnel related questions of employees and to better manage their human resources. The training program will be developed by Personnel Services.

Managers and supervisors should stay abreast of personnel policy and procedure changes by consistently participating in refresher training courses as scheduled by Personnel Services.

  
Margaret Richardson, Supervisor

### Cause Analysis

In reviewing the number of Notices of Substandard Performances and Disciplinary Actions for the Budget and Control Board, the data indicated that the Personnel Office has been the primary point of initial preparation or significant revision for every document.

It is believed that several factors contribute to this situation. Some can be substantiated and others will be researched as part of this project. First, the Board does not currently have a comprehensive training program for managers and supervisors to learn how to manage and appropriately document disciplinary matters.

Secondly, new supervisors are hired and in many cases they either go to generic training or no training at all that would assist them in learning the technical details of preparing legally defensible documents in employee relations matters. They may also come with some knowledge from previous places of employment.

Thirdly, this function traditionally has been maintained in the central Personnel Services Office and there may be an assumption that this is the role of the Personnel Office. In this proposal, Personnel Services would continue to provide the technical assistance and consultation it has always provided. However, the ability of Board Offices to provide initial documents that do not need significant revisions greatly will enhance the efficiency and productivity of the processes involved.

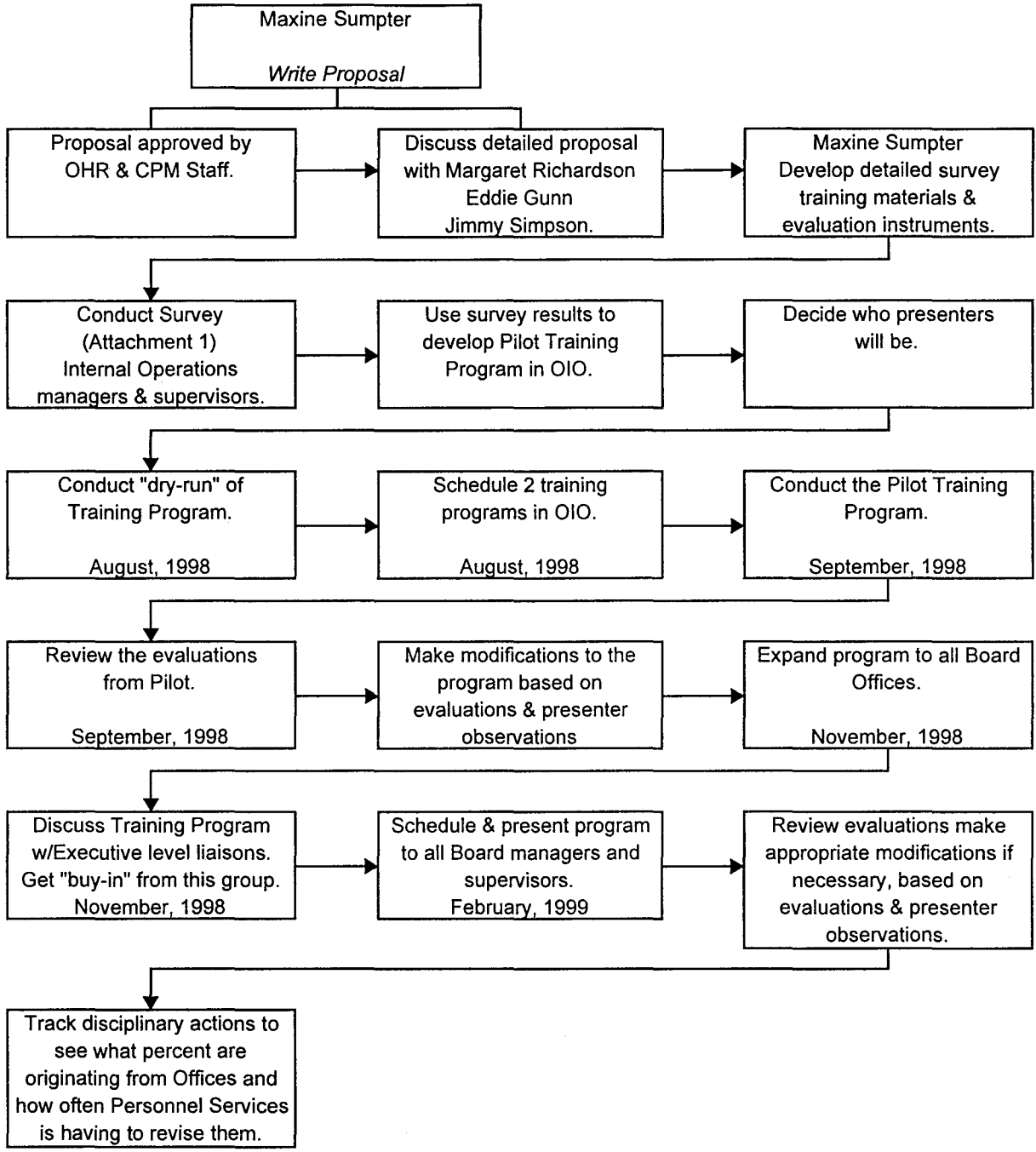
Also, this would be done without the need in some cases for numerous meetings with numerous parties to gather data and numerous re-writes of documents which sometimes require communication with staff at multiple levels in the organizational structure.

Efforts will be made to determine other causes that are prohibiting this function from being performed by Board Offices/supervisors by conducting a survey of managers and supervisors to determine (1) what type of related training they have had in employee relations matters and (2) what specific things they need to know in order to become proficient in managing employee relations matters, specifically writing the appropriate disciplinary letters and/or substandard performance notices (3) their perception of who should perform this function and (4) any other information they may bring forward that may not have been considered. This information will be incorporated in the standardization of the training plan.

This survey will be conducted initially in a pilot project with managers and supervisors in the Office of Internal Operations. Information from the survey will be used to develop the detailed training program which will be run as a pilot in the Office of Internal Operations. The pilot project also will help uncover any other causes as to why managers and supervisors are either not producing disciplinary or substandard performance documents at all or when they do, they often require significant revisions. Additionally, this pilot project will assist in determining (1) how effective the training program has been (2) what revisions, if any, need to be made to the program and (3) how the trainees evaluated the program through a formal evaluation form.

The goal is to offer this training to all managers and supervisors in the Board once the pilot has been successfully completed.

# Implementation Plan Flow Chart



The evaluation method will consist of several tools:

Tool #1-Survey of Current Disciplinary Actions and Notices of Substandard Performances

The survey shows that all Disciplinary Actions and Notices of Substandard Performances either originated or were revised multiple times by Personnel Services. From this survey, it is apparent that Personnel Services is currently performing this task and that it would be more efficient if Board supervisors manage this function without multiple revisions, meetings, etc., now required. The initial assumption is that supervisors are not currently performing this function because they have not been trained to do so. This project is designed to develop a training program to correct this and to determine if perhaps other reasons exist that may be hindering efficiency and effectiveness for this vital process which oftentimes carries a high degree of liability.

Tool #2-Survey Form/Needs Assessment (attached)

This tool will be used in the pilot program to determine (1) how much training or exposure managers/supervisors have had in managing disciplinary and/or substandard matters (2) what they perceive their specific developmental needs are or what they need to know in order to independently produce appropriate documents for employee relations matters and (3) any other information that may be revealed in this survey or needs assessment. The results from this tool will then be used to complete the development of the training program.

### Tool #3-Evaluation Form

This tool will be used to evaluate the training program itself after managers and supervisors have completed it. It is designed to give feedback as to the program's effectiveness, strengths and shortcomings. Appropriate modifications will be made based on the results from this tool if necessary. This form is to be developed when the results are back from Tool #2 as described above.

### Tool #4- Trainer Observation

This tool consists of the trainer's "feel" for what worked and what did not work well in the training session. It will also consist of general observation and verbal and nonverbal feedback from participants. Also, the trainer's professional judgement as to what was most effective or what can be enhanced for greater effectiveness. Modifications may be made based on the trainer's professional judgement as to what might work better once the pilot project is completed.

### Tool #5-Comparative Study of Disciplinary Actions and Notices of Substandard Performances After Training

This tool would be the ultimate test of the program's effectiveness. The primary assumption was that Disciplinary Actions and Notices of Substandard Performances were either not being done or frequently having to be re-done because supervisors simply had not been trained to perform this function. Of course as surveys are conducted along the way, other reasons may be uncovered as well, but the ultimate goal is to increase efficiency and

effectiveness by having the Offices produce these documents with minimal, not more than one revision in most cases. This study will be conducted one year after all the supervisory training has been done.



**Office of Internal Operations  
Management Survey  
Reference- Management of Employee Relations Matters**

Your candid feedback is appreciated and this survey is designed to be anonymous or you may indicate your name if you choose to do so.

Name (optional) \_\_\_\_\_

How long have you been employed with the Budget and Control Board? \_\_\_\_\_

Describe any training or experience you have had in managing employee performance or conduct problems?

---

---

---

---

**How familiar are you with the Budget and Control Board's Progressive Discipline and Substandard Performance Policies?**

Progressive Discipline

\_\_\_\_\_ Very Familiar

\_\_\_\_\_ Somewhat Familiar

\_\_\_\_\_ Not Familiar

Substandard Performance

\_\_\_\_\_ Very Familiar

\_\_\_\_\_ Somewhat Familiar

\_\_\_\_\_ Not Familiar

**How well equipped are you in writing a:**

Notice of Substandard Performance?

\_\_\_\_\_ Very well equipped

\_\_\_\_\_ Somewhat equipped

\_\_\_\_\_ Not Equipped

Written Reprimand and Notice of Suspension

\_\_\_\_\_ Very Well Equipped

\_\_\_\_\_ Somewhat Equipped

\_\_\_\_\_ Not Equipped

**What is your perception of Personnel's role in preparing disciplinary actions for managers and supervisors?**

\_\_\_\_\_ Personnel generates letters

\_\_\_\_\_ Managers generate letters for Personnel's review

**What specific training needs do you have in order to better manage employee performance and conduct problems?**

---

---

---

---

---

---

---

---