

Tips for Managers

MANAGER'S TIPS FOR EMPLOYEE ISSUES

STEPS OF PROGRESSIVE DISCIPLINE

A primary objective of every supervisor and manager should be to establish a work environment where employees are productive, treated fairly, allowed to communicate openly with management and understand what is expected of them in the performance of their job. It is also a supervisor's responsibility to recognize a potential performance issue early, and to take the necessary steps to assist the employee with correcting the problem. If, however, the problem is not corrected, supervisors and managers are expected to take appropriate disciplinary action.

DEALING WITH POOR WORK HABITS

Your success as a supervisor depends on your ability to maintain team work within your work unit. Employees with poor work habits decrease productivity, may create friction among employees and damage the entire group's morale. Several different types of poor work habits may affect your work. They may be work habits that, affect the employee's output, affect the output of other employees, violate College policies and procedures, or become too annoying or offensive to overlook.

As a supervisor, you need to:

- Discuss the problem with your employee in a positive way, while maintaining the employee's self esteem;
- Solicit the employee's feedback and cooperation in solving the problem;
- Try to make the employee understand that the problem as well as the solution belongs to him/her;
- Offer your guidance by clearly and specifically stating what the employee must do in order to improve his/her performance, and set time lines to correct the problem;
- Monitor the employee's progress; and
- Plan a disciplinary approach if the situation is not remedied.

It is important employees fully understand that, with the exception of certain specific offenses, they will receive counseling, coaching and adequate warning before the supervisor takes disciplinary action. When used properly, progressive discipline can benefit both the employee and management. College policy [Policy II-14](#) and procedure [College Procedure 2410](#) and the Agreement Between United Faculty of Miami Dade College, Local 4253, FEA-United, AFT, AFL-CIO, UFMDC and the District Board of Trustees of Miami Dade College (the [Collective Bargaining Agreement](#)) for faculty describe the steps of progressive discipline used by the College. The steps of progressive discipline are listed on the next page.

Steps of Progressive Discipline

Counseling

Verbal

Written

Verbal Counseling
(template)

Written Counseling
(template)

Written Reprimand

Written Reprimand

Written Reprimand
(template)

Written Reprimand for Faculty.
(template)

Probation

Probation

Notice of Probation
(template)

Procedure 2124
Probationary Period

Policy II-14
Probation and Dismissal

Suspension

Suspension Without Pay

Investigative Suspension

Reassignment Pending Investigation

Notice of Suspension
(template)

Administrative Leave Pending Investigation
(full-time) (template)

Relief of Duty Pending Investigation (part-time)
(template)

Reassignment Pending Investigation (template)

Termination

Termination

Notice of Final Action of Termination
(template)

Request for Personnel Action

Supervisor Checklist for Separating Employees

Policy II-16 Dismissal Covers All Positions

Policy II-14
Probation and Dismissal

AVOIDING AN EMPLOYEE GRIEVANCE

There will always be instances where, through misunderstanding or lack of communication, disagreements between a supervisor and an employee, between two employees, or an employee and a student, will surface. A grievance may even occur as a result of a personality conflict, or any kind of disagreement on the part of the supervisor, the employee, or both. The supervisor's objective should be to resolve a complaint or dissatisfaction informally before it becomes a grievance. A grievance can, in some cases, be avoided by:

- Listening carefully to the employee's complaint;
- Clarifying any misunderstanding or miscommunication;
- Providing the employee with a prompt response directed specifically to all issues raised by the employee; and
- Ensuring that the employee is well informed as to why an action is taken or not taken.

If a complaint is not settled informally, and is subsequently, reduced to writing, every effort should be made to resolve the dispute at the earliest step in the grievance procedure. The College's grievance process is found in [College Procedure 2410](#) Performance Standards and Appeal Procedure for All Professional Exempt Contractual and Support Employees. Parties become more entrenched in their positions the longer it takes and the higher the grievance advances. The final result may leave each side a loser from the standpoint of morale, injured feelings, reduced efficiency and productivity, and cost to the College.

WHO CAN FILE A COMPLAINT

Any employee can become unhappy with a work situation or condition to the extent that they will consider formulating a grievance. A grievance, as defined by College policy and procedures, is an allegation by the employee that "an act, omission, regulation or procedural matter" adversely affects the employee's terms or conditions of employment.

Faculty, whether or not they are members of United Faculty of Miami Dade College, (UFMDC) Local 4253, FEA-United, AFT, AFL_CIO, UFMDC, may file a complaint through the grievance process contained in Article 9 Grievance Procedures, under the [UFMDC Collective Bargaining](#) agreement.

Those employees that are not covered under a collective bargaining agreement (professional exempt contractual (PEC), professional exempt non-contractual (PENC), and support non-exempt employees (SNE)) may file a complaint through the Office of Human Resources in accord with [College Procedure 2410](#) Performance Standards and Appeal Procedure for All Professional Exempt Contractual and Support Employees.

An employee may not file a grievance concerning annual performance reviews, serious rule infractions, disciplinary actions of a repetitive nature which result in termination, shift assignments, the President's Recognition of Excellence Award, employment contracts, reductions in force actions, transfers and such rights of the College to direct the workforce (See [College Procedure 2410](#) Performance Standards and Appeal Procedure for All Professional Exempt Contractual and Support Employees). New employees who have not completed their initial 90-day probationary period are not eligible to file a complaint under [College Procedure 2410](#) Performance Standards and Appeal Procedure for All Professional Exempt Contractual and Support Employees.

DISCRIMINATION, SEXUAL HARASSMENT AND HARASSMENT COMPLAINTS

Miami Dade College is an equal access, equal opportunity institution committed to non-discrimination based on race, gender, color, age, disability, national origin, religion and marital status. [College Policy I-21](#) Equal Access/Equal Opportunity, describes the College's commitment to equity in the provision of academic advancement and employment. [College Procedure 1665](#) Discrimination and Harassment Grievance Process, outlines the process used to resolve complaints of discrimination or harassment.

College employees, students, applicants for employment or admissions, and participants in College programs or activities who believe they are the victims of harassment or unlawful discrimination are encouraged to communicate their concerns to their management, the Office of Equal Opportunity Programs/ADA Coordinator or an appropriate College official. All managerial and supervisory personnel are expected to become familiar with [College Procedure 1665](#) Discrimination and Harassment Grievance Process, and to assist the College and the complainant whenever instances of discrimination or harassment are observed or reported.

The supervisor who receives a complaint of discrimination or harassment should be prepared to guide the complainant through the process of clarifying their experience, recording their written complaint, and taking the appropriate steps to informally resolve the matter in consultation with the Office of Equal Opportunity Programs/ADA Coordinator.

Employee and applicant-for-employment complaints related to discrimination, harassment or sexual harassment which are not resolved informally at the supervisor's level, must be directed to the Office of Equal Opportunity Programs/ADA Coordinator (EOP/ADA), for investigation. These matters will be resolved in accord with guidelines described in [College Procedure 1665](#) Discrimination and Harassment Grievance Process.

Student Complaints: The initial point of contact for complaints of discrimination or harassment (or matters of any other nature) related to students is the Office of the Dean of Students at each campus.

EMPLOYEE ASSISTANCE

Confidential assistance to help employees resolve problems that affect their personal lives or job performance may be obtained through the College's health insurance benefits program. A listing of service providers such as [Switchboard of Miami](#) is available through the Human Resources (HR) Benefits Department. Except in situations involving danger to self or others, abuse or neglect, no information regarding medical or psychological diagnosis is released without the written consent of the employee. Employees may contact Benefits by dialing (305) 237-2010, and access information on how to contact the College's primary insurance carrier, Aetna, directly, at <http://www.mdc.edu/hr/CompBen/> or the College's dental coverage carrier, Cigna at <http://www.cigna.com/>.

OTHER EMPLOYEE ISSUES

As a supervisor, you must be able to address other employee issues that may affect your work unit. Use these links for quick access to some of the most frequently consulted College policies and procedures.

Workweek, Pay, Overtime, Lunch and Work Breaks

- [Procedure 2828](#) Workday-Workweek (College Personnel) Shift Differential (Staff/Non-Contractual)
- [Procedure 2831](#) Compensation Practices
- [Procedure 2651](#) Pay for Non-Exempt Employees
- [Procedure 2826](#) Safe Harbor Provisions

Leaves of Absence

- [Procedure 2500](#) Leaves for Professional Development
- [Procedure 2501](#) Vacation Leave for Professional Exempt Contractual, Professional Exempt Non-Contractual and Support Non-Exempt Employees
- [Procedure 2501A](#) All Personnel: Leaves and Absences
- [Procedure 2502](#) Sick Leave Non-Instructional Personnel
- [Procedure 2504](#) Leave for Illness of Injury in Line of Duty
- [Procedure 2510](#) Absence Without Approved Leave
- [Procedure 2503](#) Personal Leave Without Pay for Professional Exempt Contractual, Professional Exempt Non-Contractual and Support Non-Exempt Employees
- [Procedure 2505](#) Sick Leave Pool
- [Procedure 2506](#) Military Leave
- [Procedure 2508](#) Administrative/Temporary Duty Leave for Court/Hearing Appearances
- [Procedure 2520](#) Disaster Pay Leave

Performance Reviews

- [Procedure 2352](#) Performance Review of Employees

Supervising Part-Time Employees

- [PowerPoint Presentation](#)

College Equipment and Facilities, Computing Resources

- [Procedure 7900](#) Guidelines for Use of Miami Dade College Computing Resources

Remember

TIPS is intended to provide general guidance to managers on employee matters. It is a starting place. Managers are encouraged to attend the College Policies and Procedures workshop offered by CTD to familiarize themselves with College standards of performance and College processes for addressing issues with sub-standard performance. Managers must consult College Policy and Procedure for specific information