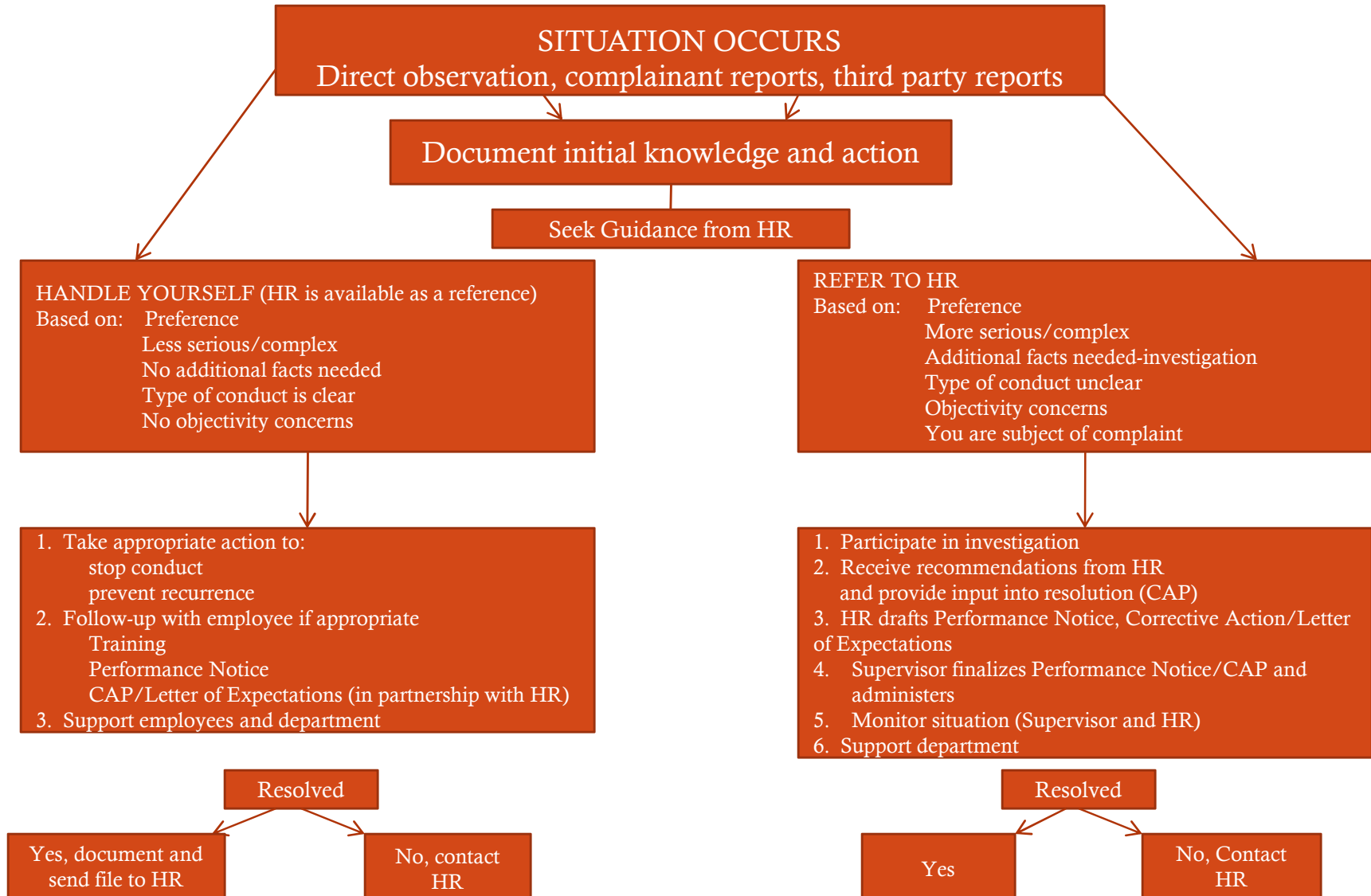


SITUATION RESPONSE FLOW CHART

SUPERVISOR'S ACTIONS



Employee Relations Process

- Employee relations concerns, which often result in workplace conflict, usually fall into one of these areas:
 - Personnel policies
 - Department policies or operations
 - Distribution of duties
 - Relationships with co-workers
 - Relationships with supervisors
 - Legal compliance issues such as workplace discrimination.
- Human Resources is responsible for ensuring that employee relations problems are addressed and that employees receive answers to their questions.
- The actual resolution of any situation is normally the responsibility of the department management team and may involve HR depending on the circumstance (i.e. Letter of Expectation/CAP).
- Human Resources works with employees and managers to find solutions which meet both employee and department needs, consistent with policy and legal requirements. Every attempt is made to find solutions which reflect Gonzaga's mission values of human dignity and justice.
- Employees are first encouraged to bring their issues or concerns directly to their supervisor. Employees may also request Human Resources' assistance at any time and/or assistance from trained peer advisors to accompany them through the process.

Supervisors Role

- Supervisors are responsible for addressing employee relations or conflict issues within their areas and for responding to employees' concerns or questions in a timely manner so that resolution is at the lowest possible level.
- A supervisor's involvement in and response to employee relations issues or conflicts should be consistent with University personnel policy and mission values.
- Supervisors seek guidance from their department head, Dean, or vice president or Human Resources as appropriate, and monitor action plans to ensure that resolution achieves desired results.
- Supervisors must balance employee needs with department requirements and the University's common good.

Human Resources Role

- Human Resources staff members serve as facilitators of the conflict resolution process, bringing together involved parties and others as appropriate to work toward resolution.
- A Human Resources representative is the first point of contact for employees bringing issues to Human Resources for resolution. The Human Resources representative then oversees the process to ensure that employees receive answers to their questions and concerns in a timely manner.
- Human Resources does not take sides in an issue, but rather assists in interpreting the parties' positions as well as University policies and practices which affect the outcome.
- Human Resources balances the needs and desires of individuals (employees and supervisors) with the University's common good.

Human Resources Role Cont.

- Specifically, Human Resources serves as a resource to employees and supervisors in the following ways:
 - Help employees clarify problems or issues and how to present them to supervisors or managers
 - Assist supervisors and managers to clarify performance standards and positively communicate them to employees, including performance/conduct problems or deficiencies, and develop plans to help employees meet standards
 - Clarify the University's expectations of the respective roles of managers and employees as vital contributors to the Gonzaga community
 - Interpret and explain personnel policies and practices
 - Mediate conflicts or communication problems between or among individuals at their request
 - Train Peer Advisors and serve as a resource to them
 - Address with senior administrators unresolved conflicts or University policies/practices which contribute to employee relations issues.

SUPERVISOR CHECKLIST FOR MANAGING PERFORMANCE

- Review job description with each staff member
- Outline and document expectations
- Conduct weekly/bi-weekly meetings with staff
- Receive weekly updates from staff
- Document meetings, tasks assigned, progress on tasks
- Provide employee with any additional training/resources to ensure s/he has the skills necessary to perform his/her job
- Communicate with employee and document when not meeting expectations - give specifics of task assigned and dates
- Communicate and document if the employee is making progress or not meeting expectations so there are “no surprises”
- Performance Notice
- Corrective action/letter of expectations
- Amendment process to document additional issues
 - Evaluation of progress memo
 - Administrative Leave
 - Suspension
- Resignation
- Resignation in lieu of
- Dismissal (Progressive issues or Serious Misconduct)