

A photograph of a cowboy on a brown horse herding a group of wild horses in a field. The cowboy is wearing a blue shirt and a brown hat. The horses are in motion, kicking up dust. The background is a clear blue sky.

Walk The Policy Talk

Getting Managers On Board

LANCASTER COUNTY ASSOCIATION

FOR HUMAN RESOURCE MANAGEMENT

A beautiful day in the neighborhood.....



.....or is it???

In hindsight...

...what did I miss?



No Supervisor Training

- EEO laws, harassment, discrimination
- Policies and how to administer
 - No supervisor's manual
- Leadership, discipline, coaching, or how to do performance appraisals

The Warning Signs

- **Three age discrimination lawsuits**

It's not our fault. We're being singled out by an opportunistic attorney.

Supervisor: "How old are you anyway?"

Documentation: "He has been acting strange lately, and we think he may be on drugs."

A Few Myths

“I must be working with total idiots.”

“In bigger organizations, this wouldn’t be happening.”

“There must be a permanent solution.”

“Maybe I should move to a cabin in the woods...there’s no hope!”

Lessons Learned

- **Don't ignore the evidence**
- **Even if you think you know the company..., don't take anything for granted.**
- **Even people with good intentions can make bad judgment calls**
- **Find trouble before trouble finds you**

Go Looking for Trouble

- **Review files thoroughly**
 - **Sort by supervisor, not alphabetically**
 - **Discipline memos**
 - **Performance appraisals**
 - **Commendations**
 - **UC Documents**
 - **WC Experience**
 - **Stray items that shouldn't be there**
 - **Ask yourself “Are there any patterns?”, “What am I not seeing?”**

Monitor the “Foot Traffic”

- If supervisors, managers and employees are coming, that’s good!
- If employees are coming, but not their supervisors and managers, or vice versa, that’s not so good!
- If there is an area/unit where neither employees, supervisors or managers are coming, that could be positive, or it may be real trouble!

Keep a “Journal” Handbook

- **Track which policies are problematic**
- **Make notes - Who, What, When, Where & Why**
- **What needs to be updated or added**

Keep a Counseling Log

Issue	Sessions	Outcomes	% Success
Job Perf			
Attendance			
Pol/Proc			
Prsnl Prob			
Career			
Total			

Patterns & Problem Areas

- **Specific policies or legislation that are consistent problems or knowledge gaps**
- **Trends: Individuals, units, across the organization**
- **Knowledge deficits regarding laws or policies**
- **Skill deficits in communication, managing performance, interpreting policy consistently**

Be a Problem Solver

- The seven last words of HR

“We can’t do that. There’s a law!”



Be a Risk Manager

“Let’s see how we can handle this and manage the risk to you and the company”



Do a Risk Analysis

- **Identify areas of exposure**
- **Create a Risk Analysis Worksheet**

Risk Assessment Worksheet

Risk Factor	Impact Potential	Prob. of Occur.	Mitigating Factors	Risk As'ment
ADEA	High	Medium	Good documentation in folder	Manageable

Risk Points for Supervisors

- **Hiring**
- **Terminating**
- **Disciplining**
- **Performance Eval**
- **Promoting/
Demoting**
- **Transferring**
- **Pay increases/
Decreases**
- **Leave requests**
- **Pregnancy**
- **Training
opportunities**
- **Protected
categories**
- **Claims of
harassment/
Discrimination**

Quantify The Costs

- **Managers live in a world of numbers & visible indicators**
- **Quantify the potential cost of fines, litigation, lost productivity**

Know the Cost of EEO Violations

Statute	Charges	Dollars
ADA	21,451	57,100,000
ADEA	22,778	72,100,000
Sex Dis/Har	40,724	173,000,000
Race	33,579	82,400,000
Nat Origin	11,134	25,700,000
Religion	3,386	7,600,000
Pregnancy	6,196	16,800,000

Employee Cost/Value

Good Performer

High Productivity/
Value Added

Low lost time

No counseling
downtime

Low cost of
supervision

Poor Performer

Low Productivity/
Value Added

High lost time

Downtime for
counseling

High cost of
supervision

Build a Business Case

- **Seek management support**
- **Provide Hard Information**
- **Quantify cost/benefit/risk**

Develop an Action Plan

- **Describe measurable outcomes**
- **A timeline & specific actions**
- **Training/Education**
- **Coaching for some**
 - **Seek Teachable Moments**
- **Change/Update policies? Delete? Add new?**

Think of yourself as an HR Consultant

- **You have a captive base of potential customers**
- **Some are choosing to use your services**
- **Some are choosing not to use your services**
- **Figure out why**

Talk to Your Customers

- **Ask those who are using your services why, what they like, what you can do better**
- **Work on relationships, ask for input from those who are not using your expertise**

Understand Resistance

- **Don't take it personally**
- **Resistance is a sign that you have touched something important**
- **The resister is trying to escape a difficult choice, unpopular action or something else they have been avoiding emotionally**

Dealing with Resistance

- **Diagnose the form the resistance is taking**
- **State in a neutral way the form the resistance is taking**
- **Wait for a response**

Name the Resistance

- **Doubt:** You're asking a lot of questions. Do you have doubts about what the law really says concerning this?
- **One word answers:** You're giving me very short answers. Could you say more?
- **Rambling answers:** You're giving me more than I need. How would you describe the situation in a short statement?

Name the Resistance

- **Avoiding**: You don't seem to see your role in this situation.
- **Inattention**: You look like you have other things on your mind.
- **Silence**: You're very quiet. I don't know how to read your silence.
- **Attack**: You seem to be questioning a lot of what I'm saying. How can we work together to find a solution?

“ Being well liked and trusted is no longer adequate for HR effectiveness. Credibility must be coupled with the ability to be an activist – to have an opinion, take appropriate risks, and influence others.”

Dave Ulrich

HR

Competencies

Reading List

- **Flawless Consulting, *Peter Block***
- **Process Consultation Revisited, *Edgar H. Schein***
- **How to Measure Human Resources Management, *Jac Fitz-enz***
- **Executive Coaching with Backbone and Heart, *Mary Beth O'Neill***
- **What Got You Here Won't Get You There, *Marshall Goldsmith***



LMA CONSULTING GROUP

Aligning people, performance and strategy since 1982.

A division of LMA Systems Group Inc.

**1848 Charter Lane
Lancaster, PA 17601-5896
717.509.8889 ■ 877.562.2888
www.lmaconsulting.cc**