



# Global Services HR: Partner in Success

## Participant Guide

“When you can’t change the direction of the wind – adjust your sails.”

– *H. Jackson Brown Jr.*

## Course Objectives

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As a result of attending this course, you will be able to:

1. Identify words or interactions that require HR involvement.
2. Recognize common managerial mistakes with your team(s).
3. Summarize the Progressive Disciplinary Process.
4. Distinguish the level of escalation regarding performance issues.
5. Examine Individual Development Plans for clarity and ambiguity.
6. Provide documentation required in performance management.



## HR Team - Contact Information

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For any questions regarding this training information, please feel free to reach out to a member of our HR Team.

- Jennifer Benton (Global Services) - [jbenton@teksystems.com](mailto:jbenton@teksystems.com)
- Giulio Cicora (Global Services - MSC) - [gcicora@teksystems.com](mailto:gcicora@teksystems.com)
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## What's In It For Me?

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### Considerations:

- ✚ How does this course relate to you?
- ✚ What do you need to benefit from this training?
- ✚ What's in it for the organization?
- ✚ How does HR affect the big picture of Global Services?
- ✚ What are the impacts created by HR?

## Initial Thoughts

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**What's In It For The Organization?**

Distinguish the benefits this course has for you and for TEKsystems.



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## Setting Expectations

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Unclear expectations, may lead to confusion, low morale, low productivity, and unnecessary gossip.

Take time to share your management style and expectations

**Common Managerial Mistakes**



**Not Responding**

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Contact HR if you hear buzz words like:

- Disability/Illness
- Unfair Treatment
- Retaliation
- Harassment
- Discrimination
- Reasonable Accommodation

**Being Inconsistent**

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**Not 'On' 24/7**

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**Being a Poor Communicator**

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## Common Managerial Mistakes (Cont'd)

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### Issuing Surprises

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### Resisting Feedback

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### Mismanaging Performance

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## Supporting Your Employee

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You'll need to provide the necessary amount of direction and support to help the employee achieve success.

### **Initial Meeting:**

- Set expectations for performance (EBR's, goals)
- Create expectations for initial training and ongoing development

### **Conduct Frequent Follow-up Meetings:**

- Provide employee feedback – consistent feedback helps the employee understand their position, helps with development and ongoing communication
  - Monitor training and level of progression (are they ahead, on track, or do they need to catch up?)
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## SMART Goals

As a manager, you're responsible for establishing and attaining your own goals as well as driving the achievement of your team's goal. Think of opportunities within your own operating rhythm to dedicate time for setting team goals.

**S**pecific - Begin with an action verb (i.e. reduce, increase, design, develop, etc.)

**M**easurable - Specify the goal (i.e. action or change)

**A**ttainable - Identify the results or measures of completion

**R**ealistic- Determine resources if appropriate

**T**imely – Determine time frame for completion

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## Progressive Discipline

Disciplinary action may call for a verbal warning, written warning, or termination of employment, depending on the severity of the problem and the number of occurrences. There may be circumstances when one or more steps are bypassed.

- The goal of progressive discipline is to rehabilitate not terminate.
- Employees must understand there are increasingly more serious consequences for continuing lack of performance or violations of policies.
- As managers, we have the responsibility to provide on-going development and address problems that have not been corrected through routine feedback.
- As problems progress, it is important to take additional steps to get employees back on track.



***Important:*** All matters that entail being addressed via progressive discipline should be brought to the attention of your Human Resources Representative prior to being addressed.

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**Verbal Warnings** are used for minor infractions of policy or performance issues. *Examples: absences or lateness, failure to meet performance objectives (first notice), or work habit warnings such as excessive personal phone calls.*

You'll need to meet with the individual to provide the warning. Prepare constructive feedback such as details on examples of behaviors or performance problems. Identify how the employee's actions are impacting their individual performance and the team.

### **During the Meeting:**

- Identify corrective actions
- Inform the employee that they are receiving a verbal warning
- State the problem/behaviors
- Ask for the employee's input
- Assist the employee in creating an action plan
- Provide resources to the employee to achieve the action plan
- Explain the consequences of not improving
- Document the meeting
- Save a copy of the verbal warning, and send a copy to the Personnel File after holding the conversation with the employee

### **Follow-up After the Meeting:**

In preparation for the follow-up meeting you should:

- Review changes in the employee's performance and the initial warning documentation
- With Resolution: Inform the employee that the issue has been resolved and document the information
- With Improvement: Document signs of improvement on the action plan
- With No Improvement: Contact HR to consult with them, and consider further actions and next steps

**Remember:** If you observe the individual displaying the desired behavior prior to the meeting time, acknowledge that behavior on the spot, and again at the scheduled meeting.

If there is no change in behavior after the follow up meeting – consult with the HR manager and he/she may direct you to the second step of the Progressive Discipline Process.



**Written Warnings** formally states the employee has not corrected their behavior or performance, despite previous warnings. Written warnings may be issued without having a verbal warning in situations involving serious violations of company policies. *Example: Sexual Harassment.*

A written warning should be prepared prior to meeting with the employee should states the employee has not corrected behavior and/or performance, despite previous warning(s). The letter should state that “unless there is immediate and sustained improvement in both performance and behavior; further disciplinary action up to and including termination of employment will be taken”

Written warnings may include **Performance Improvement Plans** as a measurement of sustained improvement. The emphasis is to help the employee make a long term

- DO NOT reference other areas of an employee’s life outside of work, or any other personal references.
- Subjective comments do not address specific behaviors or performance expectations, which is the goal of the meeting and written warning.

Schedule and conduct a meeting with the employee to issue the written warning – these meetings are mandatory. Written warnings should **never** be emailed or delivered without a discussion.

Before the meeting, the following should occur:

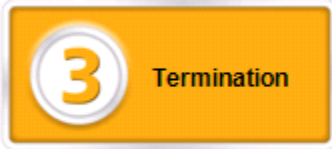
- Written warning is reviewed by HR Manager.
- Leadership/Immediate Manager is aware of the written warning.

During the meeting, the following should occur:

- Review warning thoroughly, highlighting expectations and performance requirements
- Allow employee to ask questions.
- Have employee sign the document- Should the employee refuse to sign, follow up with an email confirming that the employee did receive the warning.

After the meeting, the following should occur:

- The manager will follow up with an email to the employee summarizing the discussion.
- After issuing the written warning, it is important to observe performance. Closely monitor the employee’s progress and determine whether sustained improvement has been achieved.
- If insufficient progress has been made, the manager and HR will work together to determine next steps, up to and including possible termination.



**Termination of Employment** is the last resort when progressive discipline measures have not been successful in rehabilitating an employee's performance.

Conducting a meeting is mandatory when terminating an employee. You must prepare and consult with your HR manager before the scheduled meeting with the employee.

When conducting the meeting, include the following:

- Another member of management, leadership, or Human Resources
- Clear and concise information that gets to the point
- Facts related to the employee's performance and/or behavior that has resulted in the termination of their employment

## Progressive Discipline Notes

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### Verbal Warnings

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**Written Warnings**

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**Termination of Employment**

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## Documentation

You'll need to document your formal and informal meetings with the employee along with any agree upon action plans. Documentation should contain the following information and should be kept in the manager's file:

- Employee's Name
- Date
- Time
- Attendees
- Details of Performance Issues Discussed
- Employee Comments
- Action Plan
- Goals and Timeframes
- Dates of Follow-up Meetings



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### **Top Reasons Employees Leave an Organization**

Mistakes made by a manager can have significant impact on the reason why someone leaves an organization.

1. The job or workplace is not what the employee expected.
2. The job doesn't fit the employee's talents and interests.
3. The employee receives little to no feedback and/or coaching.
4. The employee has no hope for career growth.
5. The employee feels devalued and unrecognized.
6. The employee feels overworked and stressed.
7. The employee has no trust and/or confidence in his/her leaders.

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## Off boarding an Employee

A **voluntary termination** also known as a resignation occurs when an employee voluntarily leaves the company and moves onto a new opportunity.



**VS.**

An **involuntary termination** occurs when TEKsystems decides to terminate the the employment agreement between the employee and TEKsystems.



To ensure successful off boarding, a manager will need to follow the following steps:

**Step 1:** Notify your HR partner **IMMEDIATELY** of the impending termination.

**Step 2:** HR will schedule an exit interview with the employee. This provides valuable feedback to TEKsystems and helps identify trends.

**Step 3:** You will complete a Global Services FINISH ESF Information Sheet. Submitting the proper documentation ensures proper coding in the system and ensure we're following the right processes.

**Note:** For contractor employees the process ends here

**Step 4:** For internal employees, the manager must complete the Termination Checklist.

Part of the checklist includes the collection of company assets, (laptops, phones, security badges, keys, files etc.). As a company, Information Security and Privacy is just as important with internal employees as it is with our external employees and clients. Off boarding plays a vital role in retaining all company documents and equipment.

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### Work References Reasons

If a former employee of TEKsystems or a future employer of that employee contacts you wanting verification of employment you are required to refer them to:

1-800-367-7690; Employer code 10033

If information regarding salary is being requested the former employer must call and get a salary code issued.

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### Unemployment Inquiries

- All unemployment questions should be directed to your Customer Service Associate (CSA).

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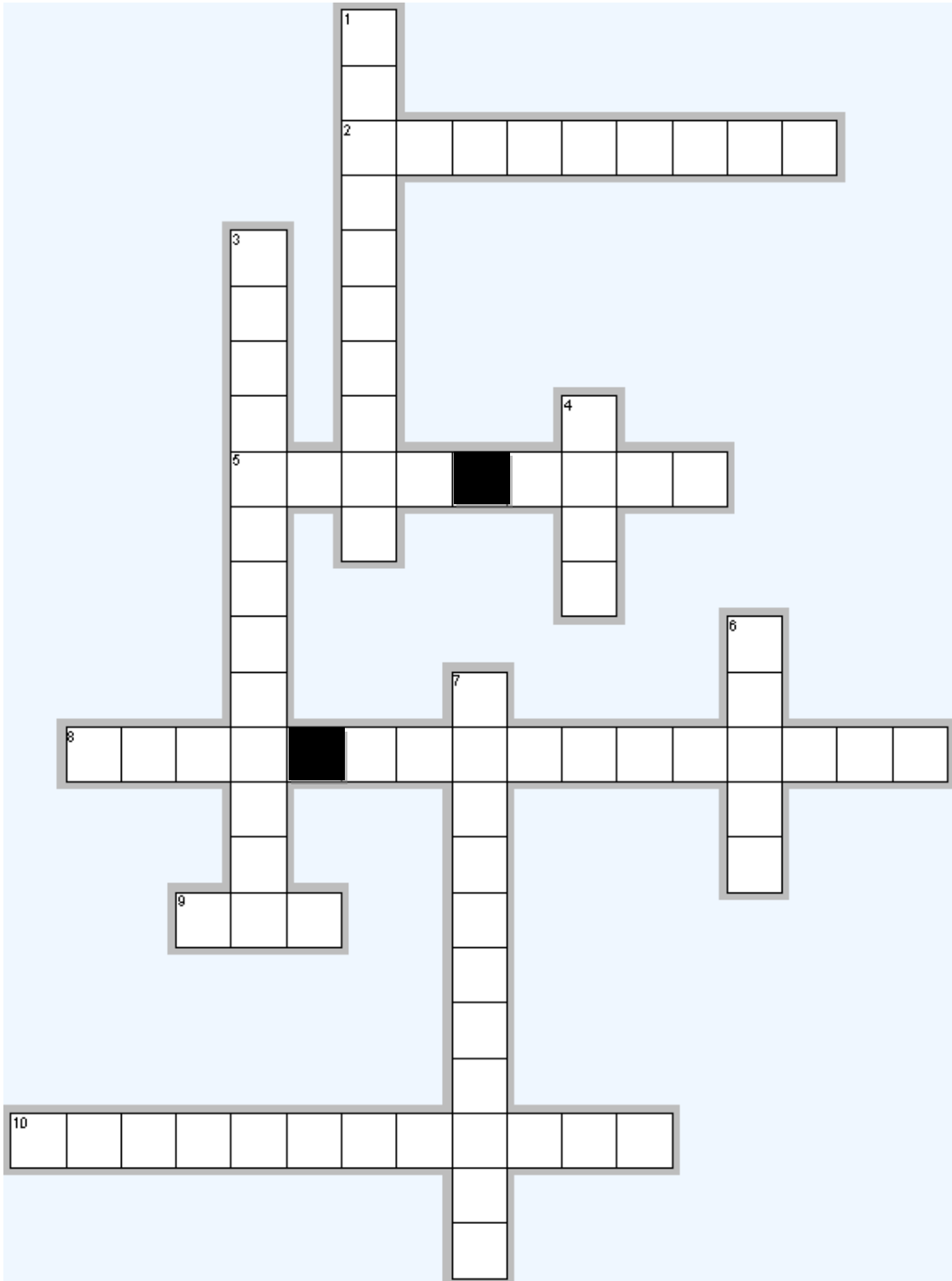
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### HR Crossword – Knowledge Check

Let's review some of the information you have learned by completing the crossword puzzle below. The answer key is on the following page. No cheating 😊



**HR Crossword – Answer Key**

