

Procedural Justice

with

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MyValueTree

Overall Purpose:

To build our skills as professional supervisors

In a way that equips us with tools and behaviors to be successful

So that through our efforts customers are satisfied, the business improves and our people thrive.

Outcomes:

1. Know the behaviors of professional supervisors
2. Have tools for assessing and diagnosing situations
3. Align as a group on policy administration

Today's Purpose

- To understand the supervisor's role in contributing to employee engagement
- In a way that builds on the leader-employee exchange work we started last time
- So that...

Outcomes

- Clarity on the importance of consistency when dealing with people
- Alignment in this room on what we are administering
- Appreciating the impact of leader-employee exchange on decisions I make
- Realization that you are important

PRINCIPLE 4

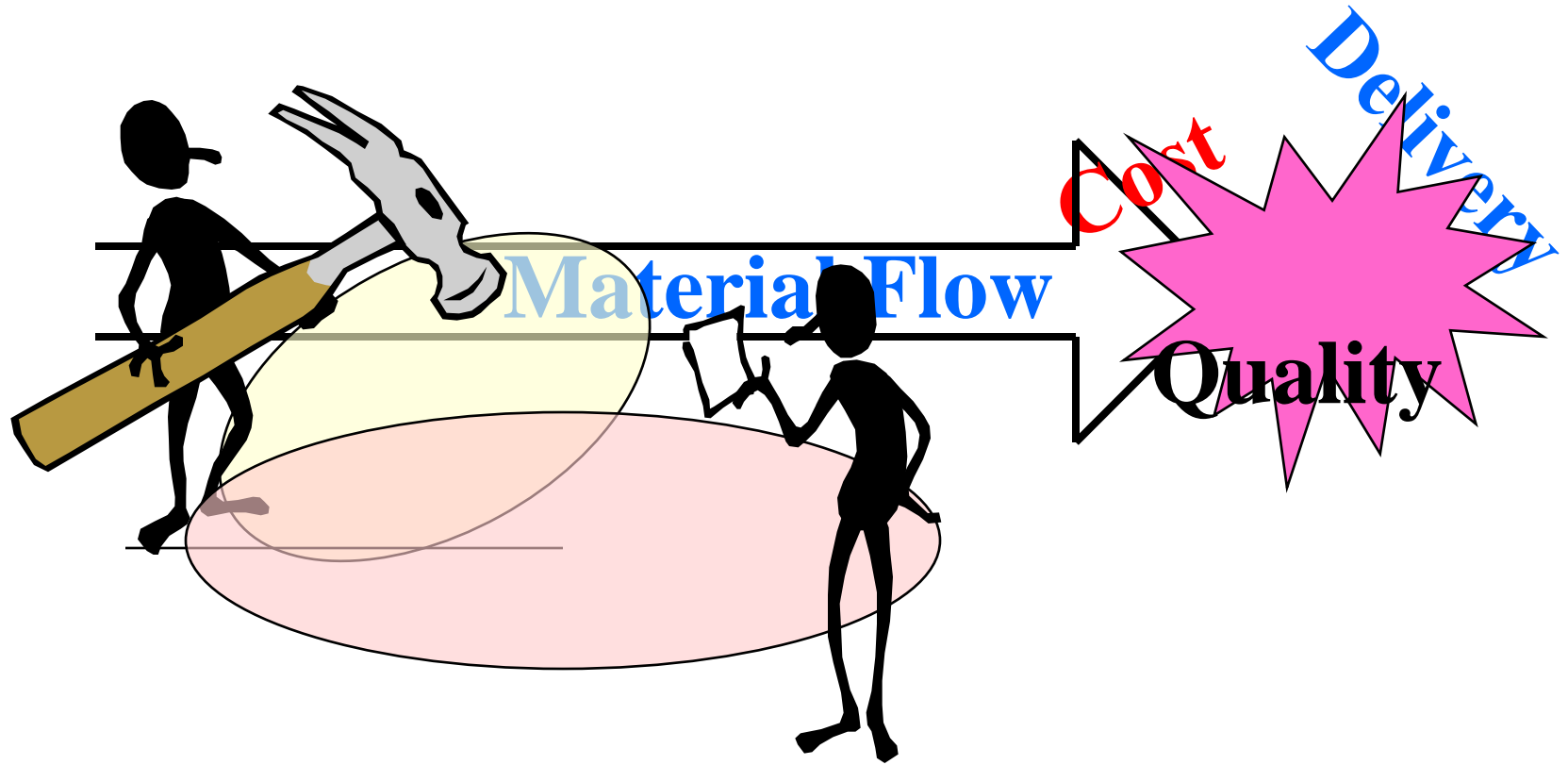
You are accountable

Principle 4

To be accountable for the accomplishment of work in a way that ensures clarity of responsibility for the carrying out of work according to clear performance expectations.


Why is this work Important?

Outcomes




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**MANAGEMENT STANDARD WORK:
UNLOCKING POTENTIAL**



Pigeonholed	Filter	Possible Potential	Unpigeonholing Activity

"My filters rob organizational potential."

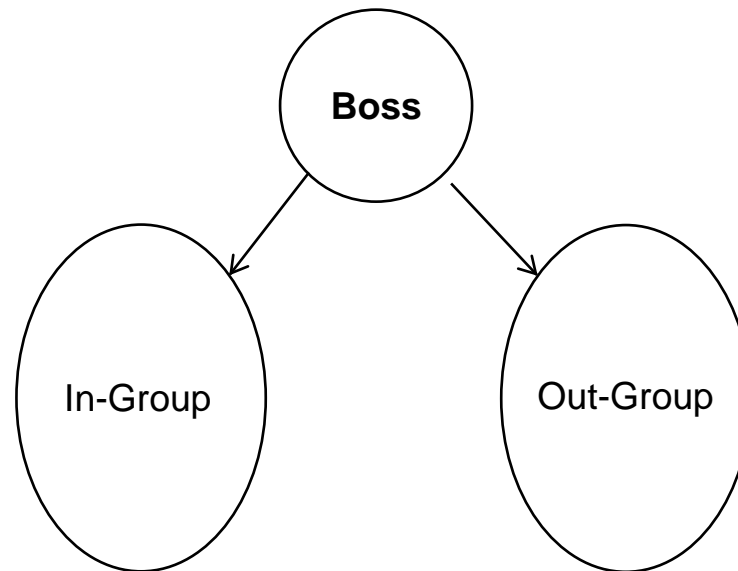


Let's begin by going back.

- How many names are on your list?
- What did you learn about yourself?
- Describe a specific action you took to unlock potential.

So,

What does the phrase “procedural justice” mean to you?



Causes of Unhealthy Workforces

- Unfairness and favoritism
- Inconsistent Policy Administration
- Poor communication
- Poor supervision
- Uncaring management

Shows itself in people as follows:

PERFORMANCE MANAGEMENT

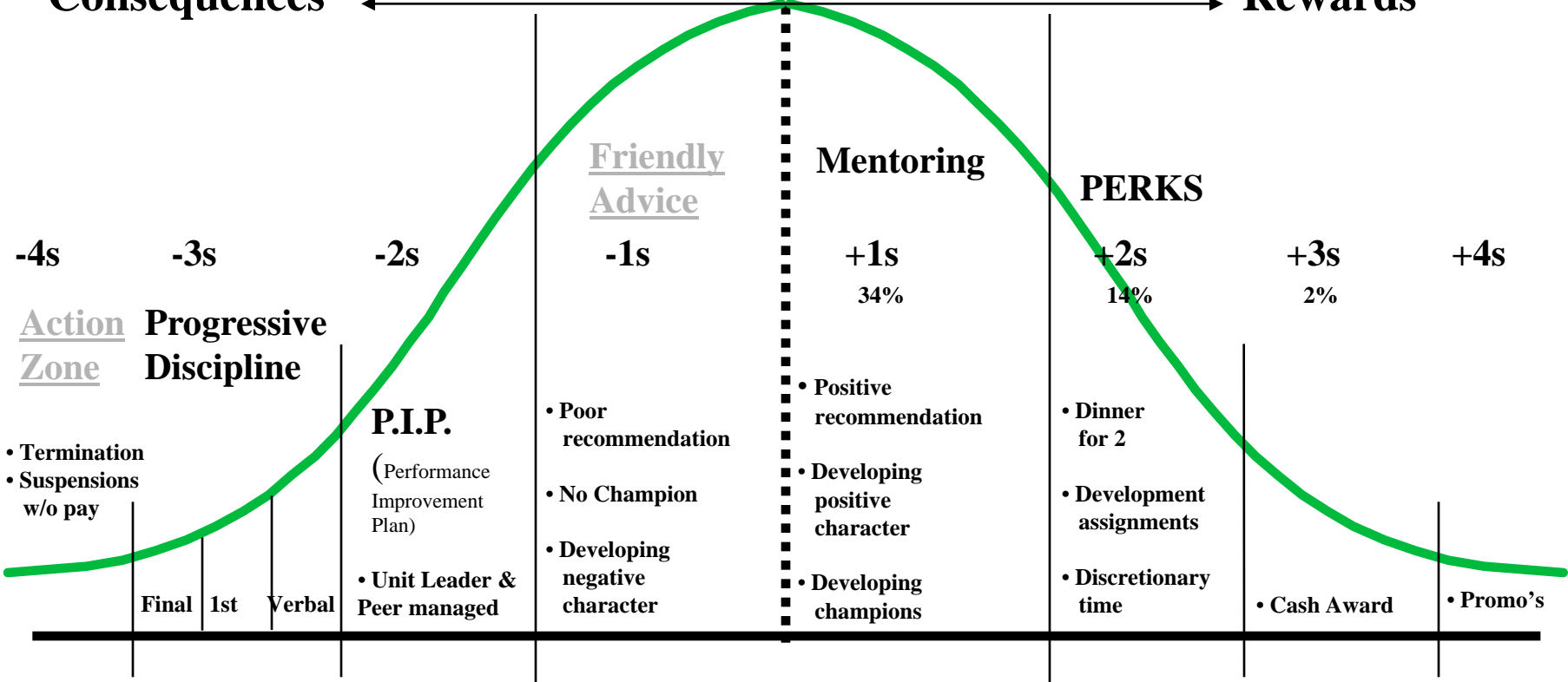
ADMINISTERING POLICY WITH FLARE

where would you put "failed drug test?"

BEHAVIOR ZONES

Consequences ←

→ Rewards



-4s -3s -2s -1s 0s +1s +2s +3s +4s

Action Zone Progressive Discipline

- Termination
- Suspensions w/o pay

Final 1st Verbal

P.I.P.
(Performance Improvement Plan)
• Unit Leader & Peer managed

Friendly Advice

- Poor recommendation
- No Champion
- Developing negative character

Mentoring

- Positive recommendation
- Developing positive character
- Developing champions

PERKS

- Dinner for 2
- Development assignments
- Discretionary time

• Cash Award • Promo's

← Building a Track Record →

Consistency is Key

← HR Guided

→ HR Guided

Signs of Poor Performance

1. Unfit for duty:
 - An employee regularly comes in tired, irritable or nervous and works inefficiently.
2. Erratic performance:
 - An employee performs unreliably, or swings between very high and low output.
3. Absenteeism:
 - An employee is absent Mondays, Fridays, the day after payday and is often late.
4. Errors in Judgment:
 - An employee ignores others, makes foolish decisions or makes incorrect statements.
5. Unsafe behavior:
 - An employee is careless, distracted, ignores safety rules or takes unwise risks.

Performance Management is about...

Behaviors

not the

Person

Consequences

not

Punishment



Excessive Talking

Discipline Without Punishment

- We are calling people to excellence.
- We are not about punishing people or judging them as “good” or “bad”.
- Consider punishment an unsuitable instrument for maintaining good workmanship and discipline.
- Factors producing satisfactory performance: Self respect, fear, respect for superior, job interest and financial gain.
- Factors producing unsatisfactory performance: Lack of self respect, anger, lack of respect for superior, lack of job interest and poor financial gain.
- Establish an individual’s tendency toward disruptive behavior.
- Sending a person home with pay avoids the appearance of punishment.
- Punishment is “past oriented”; managing consequences is “future” oriented.

- What are you administering and where is it located?
 - Policy...such as in the Employee Handbook or the corp. few
 - Procedures
 - Precedent
- Effective Performance Management begins with accurate documentation
 - This can be as simple as a note in the margin of the attendance sheet or as complex as a final written warning prior to dismissal

Administering standards is freeing!

- Safety
- Quality
- Proficiency
- TPM

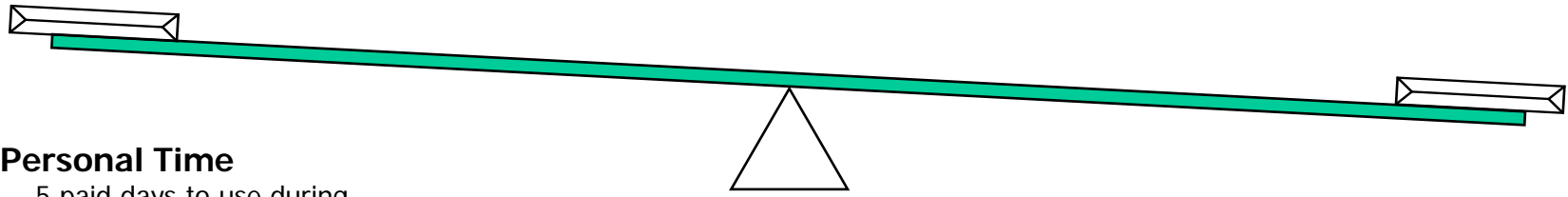
Examples from one facility:

- Quality Guidelines
 - Inability to maintain Op Cert leads to dismissal
 - Gross negligence is dismissal
- Use of Work Time
 - Pattern of S-I below 60% receives attention



Insufficient Production

Granting Time Away from Work



Personal Time

5 paid days to use during the year for sickness or personal business. Unused days paid at year-end.

- > 5 days up to 26 weeks is short-term disability paid @ $\approx 60\%$
- > 26 weeks is long-term disability paid @ $\approx 60\%$

Make-up Time

Flexibility to put in 40 hours during a pay period

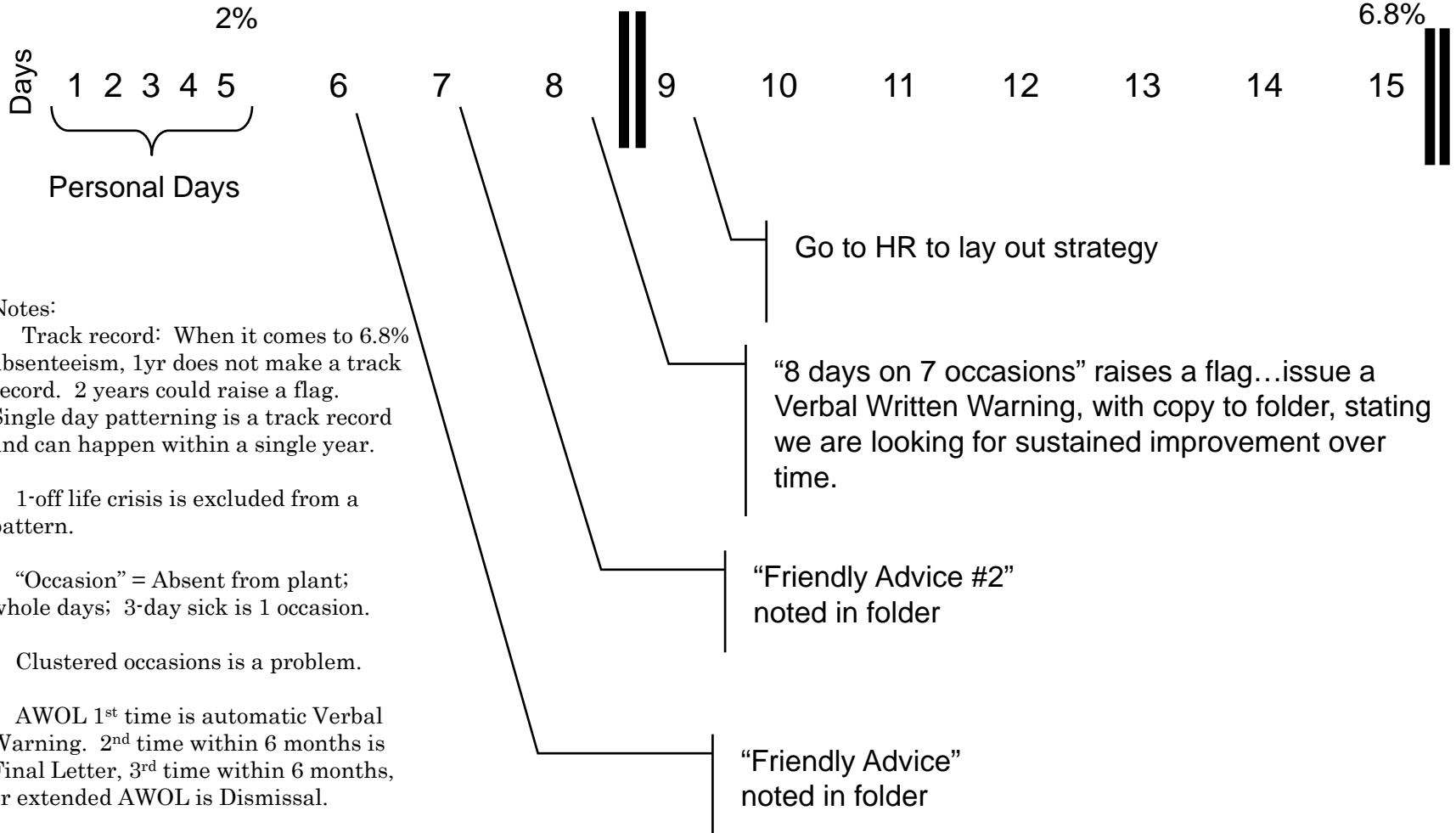


Decision?

Is the person integral to a flow which can only be performed during their normal shift?
Can the work be safely performed on an off-shift?
Can you be accommodating, not hassle the person and not make this a power struggle?

...then let the person use Make-up time. Why not let them get their attendance bonus?

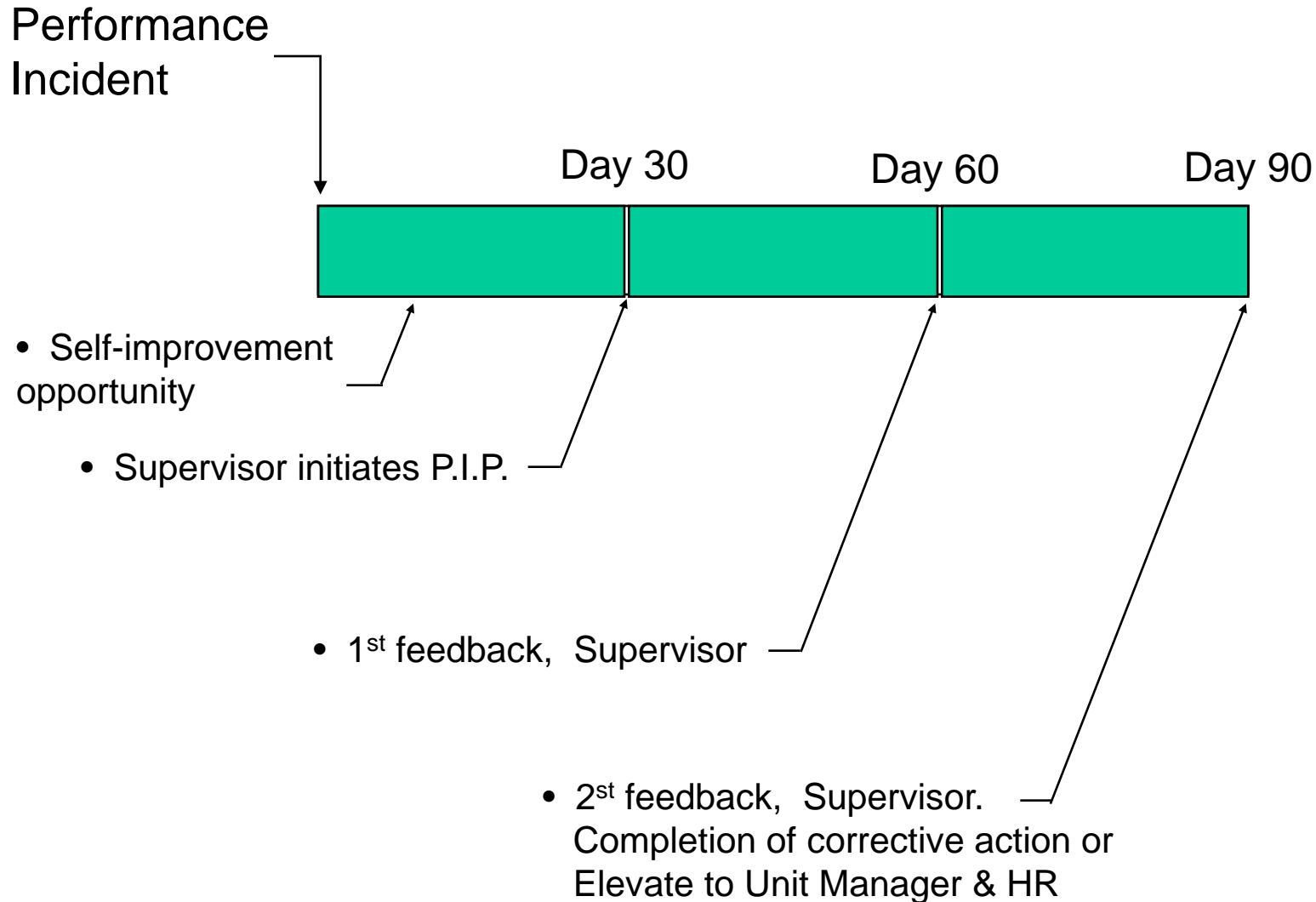
Attendance Guidelines for your Consideration



Notes:

- Track record: When it comes to 6.8% absenteeism, 1yr does not make a track record. 2 years could raise a flag. Single day patterning is a track record and can happen within a single year.
- 1-off life crisis is excluded from a pattern.
- “Occasion” = Absent from plant; whole days; 3-day sick is 1 occasion.
- Clustered occasions is a problem.
- AWOL 1st time is automatic Verbal Warning. 2nd time within 6 months is Final Letter, 3rd time within 6 months, or extended AWOL is Dismissal.
- 2 years on attendance final without problems, then problems does not equal Dismissal.

Typical Performance Improvement Timeline



Some thoughts about OverTime:

1. OT can be seen as a benefit or a burden
 - Either way, it must be shared equally with a process seen as fair & equitable
2. It is believed necessary for cyclical business
3. Mandatory OT can be perceived as a violation of a person's "rights"
4. Don't penalize a person who has been helping-out with voluntary OT when "mandatory OT" is required
5. Seniority gives me "right of first refusal" in declining order
6. Voluntary OT goes in declining seniority order and then by total hours offered; OT not worked gets "red dotted."
7. Mandatory OT goes in reverse seniority order
8. Equal opportunity, not equal pay for voluntary OT