Managing Employees: Important Things to Know

EFFECTIVE RESEARCH MANAGEMENT
Annual Conference

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Work Expectations and the Worker Bee

- Although the worker bee may be stimulated by the science….this is a JOB, first and foremost
- The worker bee expects balance between the work life and home life
- A significant investment in the working relationship with the supervisor
Job responsibilities and how they fit in the big picture

What do you want out of the position?

Do you need a technician who can pump out consistent results?

Do you need someone with advanced abilities, analytical skills?

Do you need someone with a combined skill set to conduct research but also help with administrative needs (budget monitoring, ordering supplies and equipment, compliance monitoring, etc)?
Work Culture, By Design

Back to the “big picture”, how do you want people to work together in this work environment?

Is it a team setting or autonomous?
Flexible or fixed work schedules?
Constant PI presence or occasional presence?
Diverse research projects or concentrated?
Communicate throughout the “life cycle” of the employee

- Initial Hire: understanding the job and communicating work expectations
- Employment Phase: provide feedback
- Upon Departure: valuable information may come from departing employees
How Am I Doing?
Performance Cycle Model

Set Standards
Monitor

Talk to Employee
Assess Performance
Question: How am I Doing?

Answer: Not So Great

NOW WHAT?
Assessing Performance

Below Standard Performance
- Informal Counseling
  - Additional training/retraining
  - Individual Mentoring
  - Development of additional source materials
- Formal Counseling
  - Utilize Corrective Action Process
Terminations/Discharges

Items to evaluate prior to discharge:

- Review the situation/infraction
  (What are the facts?)

- Evaluate the severity of current incident
  (Does it warrant discharge?)

- Consider Past Performance Record
  (Is there evidence of a pattern re-emerging?)

- Consistency in addressing issues
  (How have I handled this issue with others? Past Practice?)
Use Your RESOURCES!!

- Department Resources
- HR
- Environmental Health & Safety
- Financial

PI (You)
Effective Management: Know Thyself

Regardless of management style, effective managers are:

- Insightful
- Objective
- Developers, and are self developing
The lesson is both simple and complex:

- Simple:
  - Make a decision about your expectations
  - Communicate the expectations

- Managing people effectively means paying attention to “prompters” that require your action.
Questions/Comments