

2008-0497

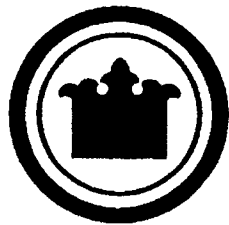
Attachment 5C

16255

Teach/Lead/Coach (TLC) Handbook

King County
Wastewater Treatment Division and
Service Employees International Union, Local 925

Revised (8/5/04)



King County



Clean Water - A Sound Investment

I. GUIDING PRINCIPLES

- Recognizing positive and corrective work performance and behaviors.
- Partnership between supervisor/shop steward, working together for the benefit of the individual.
- Taking personal responsibility.
- Non-judgmental
- Solution-oriented
- Resolving issues at lowest level possible.
- Consistent approach.
- Defined responsibilities.
- No surprises.
- Collaborative working relationship
- Positive Strive for a "win/win" situation
- Minimize need for manager-level decision making
 - Pass along information to managers
 - Leave decision making to supervisors
 - Manager may set boundaries
- Open communication - everybody involved
- Minimize personality-based decisions
- Utilize training
- Mediator role depends on issue
- Forget the past and deal with the present issue

II. WHAT IS TLC?

- TLC is positive and/or corrective feedback.
- TLC is a supervisor giving feedback about the employee's performance or behavior.
- TLC is also known as: inform, advise, discuss, comment, counsel, guide, instruct, educate, direct, recommend, remind, manage, explain, clarify, etc.
- TLC is informal or formal feedback (immediate feedback with employee or a scheduled meeting).
- TLC is oral or written feedback, or both.
- TLC is documented in the supervisor's log or supervisor's personal working file (not in official personnel file or plant personnel file).
- TLC is non-disciplinary, but if employee's performance or behavior does not improve, TLC documentation can be used toward discipline.

III. WHEN SHOULD TLC OCCUR?

- TLC should occur when an employee's performance is positive.

Example: Today, I received a compliment from Bob about your work on the Hydraulics class. He appreciated how you were able to gather and organize the information by the deadline, and present it in a logical, understandable manner.

- TLC should occur when an employee's performance or behavior requires correction.
Example: Today, I received a concern from Bob regarding your work on the Hydraulics class. He said you had a deadline of 2 weeks to develop the curriculum. You assured him that it was going to be ready on time. The day it was due, you asked Bob for a 2-day extension. Tell me what happened?

IV. ROLES

Desired Approach

- Acknowledge positive performance by individuals and teams
- Collaborative working relationship
- Positive Strive for a "win/win" situation
- Minimize need for manager-level decision making
Pass along information to managers
Leave decision making to supervisors
Manager may set boundaries
- Open communication - everybody involved
- Minimize personality-based decisions
- Utilize training
- Mediator role depends on issue
- Non-judgmental
- Solution-oriented
- Forget the past and deal with the present issue

Role of the Manager

- Acknowledge positive performance by individuals and teams
- Decision maker if efforts to problem solve are unsuccessful between supervisor, shop steward and employee; situational
- Mediator; mediate not arbitrate; situational
- Supporter of process;
Resource provider
Leader of the process
Take ownership
Committed to the success of the process
- Enhance lowest level resolution of problem;
- Enhance the lowest level of process
- Keep the process moving; keep problem resolution process going and on track

- Facilitator
- Setting boundaries
- Options are options and not decisions. Keep mind open to possibilities
- Situational Roles
 - Facilitator - keep on track
 - Decision maker
 - Mediator not arbitrator
 - Supporter/leader committed to success
- Has the option to push the process back down to the lower level of supervisor / shop steward / co-worker(s) once issues have been heard

Role of the Supervisor

- Acknowledge positive performance by individuals and teams
- Facilitator
- Share information collaboratively
- Identify issues/problems and alternatives to solve problem
- Investigate identified problems
- Proactively involve shop steward at appropriate level of concern
- Work out problem together. Work with shop stewards and employees
- Coach individual
 - a. Set expectations
 - b. Explain problem
 - c. Help identify resources
 - d. Referrals (to EAP, etc.); involve shop steward
- Keep the process moving
- Seek agreement by all involved; if no agreement, refer to the manager
- Document agreements
- Document follow-up
- Proactively inform stakeholders (i.e., stewards, employee, etc) if expectations not being met.

Role of the Lead &/or Senior-in-Charge

- Assist supervisor with acknowledging positive performance
- Identify issues/problems and alternatives to solve problem
- Share information collaboratively
- Work with supervisors and employees to solve problems
- Focus on problem or issue. Avoid personal or historical problems.
- Coach the individual.
- Assist in resolving issues by involving the employee and also involving the supervisor and/or shop steward.

Role of the Shop Steward

- Assist supervisor with problem identification and alternatives to solve problem
- Share information collaboratively
- Keep the process moving
- Work with supervisors and employees to solve problems
- Mediate between supervisor and employee
- Focus on problem or issue. Avoid personal or historical problems
- Witness and document agreements (May assist with coaching/mentoring)

Role of Team Members Involved

- Acknowledge positive performance by individuals or team
- Identify issues/concerns and alternatives to solve problem
- Share information collaboratively
- Identify alternatives/solutions and recommend to supervisor and shop steward
- Keep the process moving

Role of the Union Business Representative

- Provide information and resources

WHERE IS THE TLC/DISCIPLINE LINE?

A. NON-DISCIPLINE	DISCIPLINE
Teach/Lead/Coach	Oral reprimand
	Written reprimand
	Suspension
	Demotion
	Termination
<ul style="list-style-type: none"> TLC is meant to address violations of rules of minor significance or unsatisfactory work performance that can be normally corrected through counseling or training. TLC is non-disciplinary, but if employee's performance or behavior does not improve, TLC documentation can be used toward discipline. Tools: written reminders, performance improvement plan (PIP), etc. 	<ul style="list-style-type: none"> Discipline is meant to address violations of rules of major significance or continuing minor violations or continuing failure to meet expectations. Tools: performance improvement plan (PIP), etc.

PERFORMANCE IMPROVEMENT PLAN

ISSUE:

SUPERVISOR'S EXPECTATIONS:

ACTION STEPS TO RESOLVE ISSUE:

DATE BY WHICH ACTION STEPS ARE TO BE COMPLETED:

SUPERVISOR'S RESPONSIBILITIES TO ENSURE PLAN WORKS:

EMPLOYEE'S RESPONSIBILITIES TO ENSURE PLAN WORKS:

NEXT MEETING(S) TO ASSESS PROGRESS:

We have mutually agreed upon this Performance Improvement Plan:

Supervisor's signature

Date

Employee's signature

Date

cc: Supervisor
Employee
Union
WTD HR