

Classified Employee Annual Evaluations

Managers should notify Human Resources promptly when there are supervisory changes in their respective area. This is especially important in that supervisory changes impact the supervisor's ability to approve an employee's time sheet in Web Time Entry and their ability to initiate performance evaluations and pay actions in PAPERS.

In just a few weeks, HR will send an email memo to all supervisors of classified employees providing instructions and information about annual classified employee evaluations. Classified evaluations are completed (in PAPERS) between early September and October 25th each year.

In order to access the evaluation document (after the HR memo is issued) the supervisor of record must be correct in BANNER. New hires and supervisor names are entered upon hire. However, changes in supervisor that are made within a department must be reported to HR in writing (email) so that the change is reflected in BANNER. If you cannot access the position descriptions of your employees in PAPERS now, you will not be able to access the evaluation document in September.

Please report changes in supervisors in writing (email is acceptable) to Pamela Harris in Human Resources PRIOR TO AUGUST 31st to avoid this problem.

University Closings

Managers are reminded that only the President has the authority as the agency head to determine if the University will close in response to messages from the Governor's Office. If an email is distributed from Richmond to all State employees stating that the Governor is granting State employees a day or portion of a day off, please wait for an official announcement from the President's Office or the Department of Human Resources indicating how ODU will administer the time given. The university must sometimes schedule holidays and special days at a time that does not impact our academic schedule.



We are happy to introduce **Brenda Johnson** as the newest member of the Human Resources team. Brenda will serve as the **Benefits Manager** by providing oversight, management and administration of benefit programs.

Brenda comes to us from Christopher Newport University where she was employed as the Benefits Manager. Brenda has a Masters degree in Human Resources Management, has over 30 years of benefits related experience and has 11 years of directly related experience as a Benefits Manager in various higher education institutions within the Commonwealth of Virginia system.

Brenda's office is in Human Resources Building II and she can be reached at (757) 683-3051. Please join us in welcoming Brenda to the ODU family.

Employee Engagement: Key to Successful Leadership

As a manager, you may have heard about employee engagement and wondered what the excitement was all about. Maybe you have never heard of it. Or, maybe you have brushed it off as another employee initiative. Whatever your initial thoughts about employee engagement, it is something that you will want to understand. Why? Research shows that work groups with high employee engagement outperform those with low employee engagement. As a leader, here is what you should know about employee engagement.

Why should I care about employee engagement?

- Engaged employees are more productive.
- Engaged employees are less likely to leave the organization.
- Engaged employees provide better service to your customers.
- Engaged employees are more likely to be at work.
- Engaged employees are less likely to have safety incidents.
- Organizations with high levels of employee engagement have better financial performance than those with low levels of employee engagement.

It sounds effective. So exactly what is employee engagement?

Employee engagement is the extent to which employees are emotionally and rationally involved, motivated by, and committed to their work and organization.

Employee engagement explains how connected employees are to the work that they do and the organization for which they work. Engagement can be experienced in a variety of ways. You might recognize engagement in the employee who is motivated to provide excellent customer service by going above and beyond because it is the right thing to do. You might see engagement in the employee who willingly sacrifices personal time to support the implementation of a new department initiative because he is passionate about its importance to the mission of the department. You could see engagement in the employee who reminds another employee to wear her safety equipment because she cares about the well-being of her team member.

I think I understand. But what is my role as a manager in employee engagement?

A manager or supervisor has significant influence on an employee's day-to-day experiences in the work environment. Research has shown that there are several key factors that influence levels of employee engagement in organizations. These factors include:

- Clear expectations for the employee and the team. Everyone knows what s/he is supposed to do and how the team members fit together.
- Recognition and praise for work well done. This includes a simple "thank you" or other form of appreciation.
- Encouragement for further development and learning. Interest and support in helping employees grow.
- Listening to and valuing employee input. Interest in what your employees think.
- Utilizing employee strengths. Matching assignments to employee strengths.
- Caring about the employee as a person. This may include knowing and understanding employee needs, wants, and challenges.

As a manager or supervisor, you can directly affect most, if not all, of these factors.

Sounds like common sense.

Employee engagement does sound like common sense. However, it all too often falls off the list as a result of the various pressures faced by managers. After completing paperwork, managing schedules, handling crises, and many other immediate needs, employee engagement can quickly become a low priority for a manager.

What we fail to recognize when we allow this to occur is that we are losing the opportunity to strengthen our employees and our teams to better handle these tasks and crises. The research shows that by doing the things to improve employee engagement, engagement levels will likely rise and team performance will increase. So, challenge yourself to put employee engagement at the top of your list and watch how your team performance and other measures increase – it truly can be a key to successful leadership!

8 steps to becoming the manager your employees need

So much attention is paid to whether employees are “engaged” in their jobs or not. But managers at all levels need to periodically ask themselves a similar question: Are YOU engaged in managing your employees? In an effort to “empower” their staffs, too many managers take a completely hands-off approach, leaving employees alone unless they really need help. But this can create a rudderless ship and, as author Bruce Tulgan calls it, an “under-management epidemic.”

The truth is, employees look to their immediate bosses to get what they want and need at work. To become the type of strong manager that your employees need, Tulgan suggests these eight steps in his new book, *It's Okay To Be the Boss*:

1. Get in the habit: Manage each day

The only alternative to “management by special occasion” is getting in the habit of managing every day. Start by setting aside one hour every day— before anything goes right, wrong or average. Concentrate on certain employees each day. The goal is to make these one-on-one sessions routine, brief, straight and simple—15 minutes should be all you need.

2. Learn to talk to employees like a performance coach

The best way to build rapport with employees is actually by talking about work. The most effective managers have a way of talking that is both authoritative and sympathetic; both demanding and supportive; both disciplined and patient. This special way of talking looks a lot like performance coaching. Specifically:

Focus on specific instances of individual performance.

Describe the employee's performance honestly and vividly.

Develop concrete next steps.

Don't wait for problems to start before beginning to coach an employee.

3. Take it one person at a time

The alternative to “one-size-fits-all management” is to customize your approach to every person. The best way to tune in to individual employees is to continually ask yourself some key questions, such as: “What do I need to talk about with this person? How (and when and where) should I talk with this person?”

4. Make accountability real

Employees need to trust that their bosses will establish fair and accurate processes for tracking their actions and tying their behavior to real consequences.

Make sure your employees know they'll have to explain their actions to you up close and often. Focus on concrete actions within the direct control of the employee. Separate your role as the boss from your *personal* relationships with employees.

5. Don't be shy about telling people what to do and how to do it

How are employees supposed to meet— much less exceed—expectations if nobody tells them in clear, simple terms exactly what's expected of them? Successful managers give concrete directions, goals and deadlines.

Ask employees to think out loud about how they might approach their assignments.

Ask basic questions: “Can you do this? What do you need from me?”

Ask probing questions: “How are you going to do that? What steps will you follow?”

Ask short, focusing questions: “How long will each step take? What does your checklist look like?”

It is simply a fallacy that rehearsing the wrong ways of doing things is a good way to learn how to do things right. The best way to engage employees in adopting the best work practices is to convert those practices into standard operating procedures. Give employees step-by-step checklists whenever possible. Follow up, follow up and follow up some more.

6. Track performance at each step

Knowledge is power: The more you keep track, the easier it will be to keep track. The greater your reputation for being all over the details, the more people will be likely to share information with you and answer your questions fully and honestly.

Monitor, measure and document performance—good, bad and average—with every employee, every step of the way.

7. Do more for some, less for others

You can't do everything for everybody. But why would you want to?

Be generous and flexible with your time and your direction. Expand your repertoire of rewards and start using every resource you have to drive performance.

Make a point of talking with your best people to find out what they really want or need. Make the quid pro quo explicit and help people earn what they need every step of the way.

8. Solve small problems before they turn into big problems

Without regular daily or weekly conversations, you have no natural venue in which to provide employees with regular evaluation and feedback—good, bad or neutral. As a result, dealing with problems becomes a difficult conversation to be avoided. Most problems grow with time, they don't disappear.

But with regular guidance and feedback, small problems can be solved early. Addressing one small problem after another is what continuous performance improvement actually looks like.

From HR Specialist, May 2011 with permission

Leadership & Management Development Certificate (LMDC) Program

CONGRATULATIONS
TO THE
LMDC GRADUATES!



The Leadership & Management Development Certificate Program (LMDC) provides Old Dominion University employees the opportunity to learn and share experiences and knowledge with colleagues and experts. The goal of the program is to provide participants with tangible knowledge and resources in the areas of leadership, communication, diversity, management practices and self development. Upon completion of the program, participants should be able to assimilate what they have learned to their work environment.

The three tracks are designed as building blocks that start with the more fundamental and lead to the more advanced aspects of leadership. All participants are encouraged to start with track one.

ELIGIBILITY

Any classified employee (previous supervisory experience not required)

- Administrative/Professional Faculty
- Teaching and Research Faculty

Contact Cheryl Foreman, Training Manager at cforeman@odu.edu or 757-683-4316, if you require additional information.

COURSE REGISTRATION

Upon acceptance into the LMDC Program and the specified track, employees are automatically registered for all course modules designated for that track. Course registration will begin in Fall 2011 and classes will begin in Spring 2012. Registration, Course dates, times and locations will be posted in the **Knowledge Center**.

TRACK 1 GRADUATES	TRACK 2 GRADUATES	TRACK 3 GRADUATES
Jennifer Barksdale	Daphne Bell	Deborah Avans
Christopher Brown	Sheila Brinck	Daphne Bell
Marlene Brown	Daniel Campbell	Sheila Carson
Roxanne Crooks	Vernokia Deloatch	Wendell Cruz
Jeanette Dias	Richard Downing	E. Maria Horton
Bruce Guthrie	Gretchen Edwards-Bodmer	Wallace Turner
Jessica Harrison	George Fowler	Karen Webb
Lynette Johnson	Shawnda Green	Teresa Woodson
Willa Jones	Diane Leegwater	
Michelle Macklin	Marilyn Knutson	
Carole McPhillips	Bridget Prince	
Krista Moore	Angela Riddick	
Donald Nash	Randy Shabro	
Sondra Natta	Janis Turner	
Tonya Nelson-Walker	Constance Vecerkauskas	
Emma Studer		
Bobby Thomas		
Christina Upton		
Sharalyn Weber		

Workplace Bullying Workshop

Bullies on the job can cause irreparable harm to their colleagues. While violent or vengeful workers occasionally make the news, there are insidious bullies in nearly every workplace, whether co-worker, boss or junior colleague. Their behavior causes other people to suffer shame, humiliation and fear. All of which can affect their non-work life as well as their job performance.

Because bullying has been identified as a contributing factor in the epidemic of violence in workplaces across the country, it is important that we are aware of what constitutes bullying behavior and what to do about it. The Department of Human Resources is pleased to offer *“Workplace Bullying: Bullies are not just limited to the playground”*.

The program will address such questions as:

How is workplace bullying different from working with ‘difficult people’?


- Why does bullying occur?
- Why is the bully a bully?
- Where does the highest percentage of bullying occur?
- What are some of the top bullying behaviors experienced by targets?
- What should you do if you are the target of a bully?
- What steps should you take if you are the supervisor of someone being bullied?

If you are interested in attending, please click on the link below to register in ODU’s Knowledge Center. Classes fill up fast, so if interested, register right away.

To register:

Login to the **ODU Knowledge Center** at <https://covkc.virginia.gov/odu>

- Select the **Learning Center > Course Information & Enrollment** option.
- Enter **ODU Workplace Bullying** as the Keywords and click the **Search** button.

- Click the blue information icon  to the left of the **ODU Workplace Bullying** course. The course’s information populates in the right frame of the window.
- Click the **Enroll** link to the left of the course details. You are now enrolled in the workshop and will receive an e-mail confirmation of your enrollment.

For information about the ODU Knowledge Center and who to contact for help go to <http://www.odu.edu/ao/humanresources/training/kc.shtml>.

The next class will be held on: **Wednesday, August 24th, 8:30 a.m. - 12 noon in Webb Center (Isle of Wight)**

If you have questions regarding this program, contact Cheryl Foreman, 683-4316 or via email cforeman@odu.edu.

Online Version of Workplace Bullying



Login to the **ODU Knowledge Center**.

Select the **Learning Center > Course Information & Enrollment** option.

- Enter **ODU Workplace Bullying** as the Keywords and click the **Search** button.
- Click on the **Workplace Bullying (Online)** link. The course’s information populates in the right frame of the window.

Financial Planning Sessions

The Department of Human Resources is again sponsoring a series of Financial Planning sessions to help you make the most of your money.

You may sign up for one or all of the sessions listed. Your selection is based on your individual needs. There is no cost for the session(s), however, if you are a classified employee you will need Supervisor approval for time spent away from your department to attend the session(s).

Dates	Class Title	Times	ODU Webb Center
9/14/2011	Retirement/Asset Allocation	8:00 – 10:00 am	Cape Charles /Isle Wight
		10:30am – 12:30 pm	Cape Charles /Isle Wight
		2:00 – 4:00 pm	Cape Charles /Isle Wight
10/12/2011	Cash/Risk Management	8:00 – 10:00 am	Cape Charles /Isle Wight
		10:30am – 12:30 pm	Cape Charles /Isle Wight
		2:00 – 4:00 pm	Cape Charles /Isle Wight

If you have any questions about this program please contact:

Thasheena Cutno, HR Training Consultant at 683-3082 or email at tcutno@odu.edu

Ray Gata, Training Technical Coordinator at 683-5139 or email at rgata@odu.edu.

Please click on the link below to register (ODU Knowledge Center).

<https://covkc.virginia.gov/odu/>

Use these key words to search individual session via the ODU Knowledge Center:

[ODU Cash/Risk Management](#)

[ODU Retirement Planning](#)

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