



## IDEAS FOR EFFECTIVE LEADERS

An article appeared in a sample edition of The Manager's Intelligence Report which suggested that there are seven characteristics that successful leaders use regardless of the organization or cause that they lead. The information was adapted from *The Toastmaster* and it says that effective leaders:

.....Make others feel important. They emphasize employees' strengths and contributions and as a result employee enthusiasm and commitment to the organization remain high.

.....Follow the Golden Rule. They win employee loyalty because they treat their employees with respect and kindness. (They know that abusive leaders do not attract loyal followers.)

.....Admit mistakes. When employees think their supervisor is covering up their errors, they will hide their mistakes too and the supervisor will not get valuable information needed to make decisions.

.....Criticize others only in private. They know that public praise encourages the recipient – and witnesses – to excel and that public criticism embarrasses the recipient – and alienates those who witness it!

.....Stay close to the action. Effective leaders are “engaged” with their employees. They talk with employees, visit work areas/sites, ask questions, and observe how the unit operates. This “engagement” provides new insights into the work of the unit, the challenges and success, and new opportunities for encouraging and motivating employees.

.....Make a game of competition. They work with their employees to establish team goals and reward those who meet or exceed them. They take time to examine their own failures and celebrate the group's successes.

## REPORTING AN AT-WORK OR WORK-RELATED ACCIDENT OR INJURY

If an employee has an at-work, work-related accident or injury they must immediately notify their supervisor and the employee or supervisor must report the accident/injury to the Benefits Section of the Department of Human Resources at (757) 683-3051, fax (757) 683-3064, or e-mail [chollem@odu.edu](mailto:chollem@odu.edu). The forms necessary to report the accident/injury and to select a Panel Physician are available on the Department of Human Resources, Benefits forms webpage or by contacting Human Resources at the above number/e-mail. Report the accident/injury even if the employee may not need medical attention or miss any time from work. If the employee needs immediate medical attention (has an emergency) seek medical attention right away. Non-emergency medical attention must be provided by a Workers' Compensation Panel Physician.

Lost time from work as the result of an at work, work related accident/injury should be reported as WCL (will be charged as SLT or SDP until the absence is certified by W/C) and must be authorized by a note from the employee's Workers' Compensation panel physician. If the doctor does not excuse the employee, but authorizes return to work in a light/restricted duty capacity, per the University's Return-to-Work program, every effort should be made to use the employee in a capacity which will not violate the doctor's light duty restrictions.

If you have any questions about Workers' Compensation, contact the Department of Human Resources at (757) 683-3051 or e-mail [chollem@odu.edu](mailto:chollem@odu.edu).

## Return-to-Work Program

If an employee has a medical provider's note limiting physical activity or reducing work hours, whether the result of a work-related injury or a non-work related injury or illness, the supervisor should contact the Department of Human Resources Return-to-Work Coordinator, Dave Hollebeak, 757-683-3051 or [chollem@odu.edu](mailto:chollem@odu.edu).

The Return-to-Work Coordinator will work with the supervisor to develop a temporary RTW light or modified duty plan to reduce lost-time and provide for the employee's safe transition to full/regular duty.

The RTW program applies to work and non-work related injuries and illnesses and to all salaried, full and part-time employees. The provisions of RTW program may be applied to hourly/wage employees after consideration by department management and consultation with the RTW Coordinator.



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## NEW RECOGNITION WEB PAGE

HR's web site has a new "button" - **RECOGNITION - live on 1/2/08!** Check out the resources, forms, policies and information about some current recognition programs:



<http://www.odu.edu/af/humanresources/recognition/>

Recognition TIPS: Recognition can be as simple as a celebratory box of donuts shared at the successful conclusion of a big project, semester opening, move, etc. or a card presented to employees each year on the anniversary of their hire date.

Many employees report much greater satisfaction when they are recognized for "the little things" than they do after a ceremony and lots of fanfare.

Consider having a meeting with each of your employees to talk about **ONLY** the things they do well. Plan ahead for the meeting - make a list you can give your employee - elaborate on why the characteristics you have listed are appreciated. Just a thought...

## REVISED PERFORMANCE MANAGEMENT POLICY

The Department of Human Resource Management (DHRM) approved a change to the of Performance Management Policy #1.40 this past summer. ODU implemented the new provision of this policy on October 25, 2007 - the first day of the new performance cycle. The revised policy states that:

*A Written Notice (Standards of Conduct Policy 1.60) that is issued to an employee for any reason in the current performance cycle may be used in place of the Notice of Improvement Needed/Substandard Performance to support an overall rating of "Below Contributor."*

In the past an employee could not receive an overall rating of "Below Contributor" unless at least one Notice of Improvement Needed/Substandard Performance form had been issued.

## INCLEMENT WEATHER POLICY

During the winter months, certain weather could result in the University's closing. When the University is closed due to inclement weather or emergencies, only "designated" employees are required to report to work.



Employees should check with their supervisors to determine if they are designated employees.

### Old Dominion University Contact Points

[www.odu.edu](http://www.odu.edu)  
Campus Operator – 683-3000

### Television Stations

WTKR (CBS) 3  
WAVY (NBC) 10  
WVEC (ABC) 13  
WHRO (PBS) 15

### Newspaper

The Virginian Pilot  
Daily Press

For more information, please reference the University's Inclement Weather and Emergencies Policy 1020 at: <http://www.odu.edu/ao/polnproc/>

Old Dominion University offers a free emergency alert text messaging system. For more information visit <https://www.odu.edu/oduhome/alerts/alerts.shtml>.

## SHORT-TERM DISABILITY LEAVE IMPORTANT REMINDER

Employees returning from short-term disability leave must call Margaret Inge in Human Resources (ext. 4399) **the day they return** to ensure that they are returned to an active payroll status.



## Benefits Connection



### Commonwealth of Virginia 457 Deferred Compensation Plan (457 Plan)

Beginning January 1, 2008, newly hired or rehired salaried state employees will be automatically enrolled in the Commonwealth of Virginia 457 Deferred Compensation Plan (457 Plan). The 2007 General Assembly passed legislation making enrollment in the 457 Plan automatic for salaried state employees unless they actively enroll, contribute to a tax sheltered annuity 403(b) or opt out of the 457 Plan. New employees will receive a welcome letter informing them that they will be enrolled in the 457 Plan, with an initial contribution of \$20 per payday and a \$10 per payday employer match. This letter will also contain information on how to opt out of this automatic enrollment into the 457 Plan.