

Supervisor Summit

David Jensen

Director of EEO & Title IX

Anjali Pai

Director of Staff Development & Employee Experience

Brandi Mair

Interim Director of Employee Relations

Agenda



Reviewing The Way We
Lead



Knowing your resources



Responding productively
to complaints

Chat Activity

Introduce yourself:

- Your name
- Position on campus
- Number of years at SLCC

Engaging in today's conversation...



Listen
actively



Pause



Reflect on your
actions/reactions



Engage to your
comfort level



Leave space for
everyone



Vault – as leaders,
we talk with each
other, not about
each other



Not your story to tell

Engaging in today's conversation online...



TURN OFF YOUR EMAIL AND
PHONE NOTIFICATIONS TO
AVOID DISTRACTIONS.



BE CAMERA READY ESP IN
BREAKOUTS!



WE ENCOURAGE YOU TO
TAKE NOTES.

Mission Vision

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graph TD; A[Mission Vision] --> B[SLCC VISION]; B --> C[SLCC MISSION];
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SLCC VISION

SLCC MISSION

Values



Collaboration



Community



Inclusivity



Learning



Innovation



Integrity



Trust

**What is
PWC and
who do I
talk to?**

Employee
Relations

EEO/Title IX

Staff/Faculty
Development

Human
Resources

Role of a Supervisor

Practicing The
Way We Lead

Creating a
team culture

Understanding
your role and
your team
members'

Supervising
people

Knowing
policies and
procedures

Establish
rapport with
your team

Address
Concerns

Documenting

The Way We Lead



#1: Stand for
Something Real



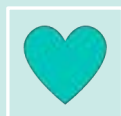
#2: Make it
Meaningful



#3: Act Justly and
Inclusively



#4: Build on People's
Strengths and
Interests



5: Practice Radically
Compassionate
Honesty



#6: Simplify the
Rules

What is an issue and when does it become a formal complaint?

Gossiping

Talking over
others

Teasing

Microaggression

Concern

Favoritism

Unethical
Behavior

Victim of
injustice

Oppression or
discrimination, or
denied your
rights

Physical violence

Sexual
Harassment or
Assault

Harassment

How is a Complaint Classified?

Meeting with EEO, ER,
Dean of Student &
AAG, (others as
needed by nature of
complaint)

Where do you go?

You receive notice from Employee Relations that a hate bias report has been submitted by a student claiming that one of your employees continues to misgender the student even after multiple conversations with appropriate gender pronouns.

Why don't leaders address concerns on their teams?

A- It isn't that big of a problem, they don't need to act right now.

B- They think the person in question is a nice person and they don't meant harm.

C- They don't know what to do.

D- They don't want to make things worse.



Corrective Action Process

Level 1- Informal action that addresses minor employee concerns in an attempt to correct the behavior before it becomes more problematic. Verbal Warning with follow up email, Memo of Expectation

Level 2- Action that addresses employee concerns that are reoccurring, disruptive and/or unacceptable. Written Warning Letter, Final Written Warning Letter

Level 3- Action that addresses concerns that are severe and/or pervasive and that have had a significantly negative impact. Demotion, Reduction in Pay, Termination

Break



Employee Conduct Policy

This policy applies to all college employees, faculty, staff, and administrators. Full-time faculty members are also bound by parameters set forth in the Academic Freedom, Professional Responsibility, and Tenure Policy which supersedes this policy.

Employee Conduct

Personal
Accountability

Standards of
Conduct

Controlled
Substances
and Alcohol
Use

Criminal
Misappropriation

Criminal
Offense
Reporting

Romantic and
Sexual
Relations

Lewdness and
Pornography

Sexual or
Gender-based
Misconduct

Respectful and
Ethical
Conduct

Workplace
Bullying

Private
Information

Employee Conduct

Communication
Systems

Conflict of
Interest

Improper Use of
Staff,
Student, Facilities,
Equipment and
Supplies

Institutional Credit
Card

Expense Claims

Gifts

Liability for
Property Loss

Misuse of Position

Political
Involvement

Purchase from or
by Employees

Software

Recording
Employee
Communications
& Meetings

Vehicles

How Do You Respond?

- A remote or hybrid employee has refused to upload, and consistency stay logged into Jabber during their work shifts off campus.

- An employee regularly misses due dates on projects and doesn't keep work in the designated shared drives or Teams portal.

How Do You Respond?

- An employee often takes off vacation time without prior approval. They "remind" their supervisor the day of or after they have taken the time.
- Two part-time employees start dating after working together for a few years. You find out from other employees in your office.

Best Practices in Responding

- Address the behavior when it is first presented.
- Document each time, find the way that works best for you.
- Relate back to policies being violated.
- Do not attack the individual but address the behaviors.
- When in doubt reach out to Employee Relations
- Determine appropriate level of corrective action.

Take Away/Resources

- Document! Document! Document!
- Have the conversation and listen with compassion
- Give time and space for someone coming to you
- Don't promise anonymity
- Share resources
- Talk to Employee Relations
- Resources
 - Employee Assistance Program
 - Login into www.IBHSolutions.com
 - Click on Members, in the upper right-hand corner
 - Click on the RBH logo
 - Enter access code: saltlakecommunitycollege
 - Click on Personal Advantage
 - LinkedIn Learning
 - Employee Relations
 - Brandi Mair (x4652)
 - Margaret Vail (x3784)

Workplace Bullying

Intimidating behavior that belittles, manipulates, humiliates, or threatens an employee or group of employees with the intent to cause harm. Workplace bullying may occur on a regular basis or a one-time basis that is severe in nature. Workplace bullying can occur when there is a perceived or actual power differential both internally and externally to an employee's department.

Workplace bullying may occur through direct contact or through email, social media, texting, and other electronic mediums.

What is Workplace Bullying?

Workplace bullying behaviors include but are not limited to the following:

- Intentional interference with work product/flow
- Belligerent communication such as yelling or name calling
- Regular condescending or belittling communication with the intent to intimidate
- Non-Violent Work-Related Threats—threatening to take unwarranted action as a consequence to a behavior or action
- Regular unfounded or overly harsh criticism
- Intimidating non-verbal gestures or actions such as pounding a desk or pointing a finger in someone's face
- Deliberately excluding someone from pertinent information or events
- Non-discriminatory harassment—harassing behaviors not based on a protected class
- Assault--the threat or use of physical abuse (Contact Department of Public Safety)
- Violation of College regulations relating to fair employment practices, including but not limited to, regulations prohibiting discrimination or harassment because of race, color, religion, sex, national origin, disability, or other legally impermissible behavior (Contact the Office of Equal Employment Opportunity)

What is NOT Workplace Bullying?

Behaviors that are not workplace bullying include but are not limited to the following:

- The sharing of developmental, critical, performance-related feedback
- The occasional disagreement or conflict over workplace concerns
- Differences in management/work style
- Communication challenges created by personality differences
- Professional disagreements over work processes
- Supervisors managing their area in a manner that is in line with College policies and goals

If the above behaviors include elements that are on the previous slide, they would then be considered workplace bully.

Process



REPORTING



REVIEW



MEDIATION



INVESTIGATION



APPEAL

Activity- How Do You Respond?

You have a member on your team who is deliberately not inviting a team member to meetings and leaving them off update emails on a project that they should be involved with. When they are communicating about the project, they are giving false information

Activity- How Would You Respond?

An employee is sending emails to team members that include overt or veiled threat that are fear-inducing to those receiving the communication. These communication includes name calling, specific sections in all caps.

Best Practices in Responding

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- Document each time, find the way that works best for you.
- Relate back to policies being violated.
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Take Away/Resources

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- Talk to Employee Relations
- Resources
 - Employee Assistance Program
 - LinkedIn Learning
 - Employee Relations
 - Brandi Mair (4652)
 - Margaret Vail (3784)
 - More information can be found by going to this link: <http://i.slcc.edu/employee-relations/docs/workplace-bullying-avoidance.pdf>

Break



Anti-Discrimination

Salt Lake Community College is committed to advancing knowledge, freedom of thought and inquiry, and the personal, social, and intellectual development of its students, faculty, and staff. An atmosphere of mutual respect among our community members is necessary for the college to function as a center of academic freedom and intellectual advancement. It is SLCC's policy to provide all personnel with a respectful work environment free from discrimination, harassment, and retaliation.

What is harassment?

- Member of a protected class;
 - Unwelcome conduct based on the person's protected class; and
 - Conduct results in a hostile environment.
- Quid pro quo

Unwelcome Conduct

Hostile work environment

- Unwelcome conduct
- Determined by a reasonable person
- To be severe, pervasive and/or objectively offensive
- That it alters the conditions of employment or effectively denies a student equal access to SLCC's education program or activity

Quid pro quo

- A college employee
- Conditions the provision of a college aid, benefit or service
- On a person's participation in unwelcome conduct

Protected Classes

- Age (if over 40)
- Color
- Disability
- Genetic Information
- National Origin
- Race
- Religion
- Sexual Orientation
- Veteran's Status
- Gender Expression and/or Gender Identity
- Sex/Gender (includes Sexual Harassment and Pregnancy)

Examples

- Refusing to use someone's preferred pronouns
- Not hiring or promoting someone based on a protected class
- Not accommodating requests from a pregnant or disabled individual
- Paying someone with similar qualifications or the same type of position differently based on a protected class
- Giving someone a different work assignment based on a protected class
- Not choosing someone for a professional development opportunity based on a protected class
- Holding someone to a different standard or evaluating them differently based on a protected class
- Making stereotypical or derogatory comments based on a protected class

Reporting vs Investigation



"I REPORTED AND NOTHING
HAPPENED."



WHAT DO SUPERVISORS DO
AFTER SOMETHING IS REPORTED
TO EEO.



IMPACT VS INTENT OF ACTIONS

Scenario

You are a supervisor of Fred, who supervises others. Fred tells you about 2 direct reports who are engaging in sexually harassing behavior.

Scenario

One uses “vulgar language” and “picks on” other employees.
The other talks about their sex life and makes frequent comments about how attractive other co-workers are.
Their supervisor “isn’t interested in dealing with it, even though it is causing problems in the workplace.”
You know both of them and don’t think that they would do stuff like that.

Policy

- **“Supervisors must ensure and maintain a working environment free of intimidation, coercion, sexual harassment, and retaliation.”**
- **Prompt and reasonable action must happen to stop harassment**
- **Supervisor’s opinion or desire to address the matter is not a consideration**

Best Practices in Responding

- Address the behavior when it is first presented.
- Document each time, find the way that works best for you.
- Relate back to policies being violated.
- Do not attack the individual but address the behaviors.
- When in doubt reach out to EEO or Employee Relations
- Determine appropriate level of corrective action.

Retaliation

- Retaliation is any adverse employment action an employer takes against the complaining employee because he or she complained. The U.S. Supreme Court has declared that any negative act towards the complaining employee can constitute retaliation if that action would be enough to dissuade a reasonable employee from making a complaint under similar circumstances.
- Examples of retaliation
 - Terminating or demoting the employee,
 - Changing his or her job duties or work schedule,
 - Transferring the employee to another position or location,
 - Reducing his or her salary, and
 - Denying the employee a promotion or pay raise.

Scenario

An employee has been coming late, leaving early, taking long breaks and spending a lot of time on their phone. After this has occurred for several months and you have talked to them about it several times, they file a complaint with the EO office. Can you take disciplinary action against them?

Outcome

Yes. Retaliation is only unlawful when it is based on a retaliatory reason. This is where documentation and addressing issues is important as a documented history of improper behavior that has been addressed is easier to justify than concerns that appear without documentation after a complaint.

What if you learn of sexual harassment?

- Obligation to report
 - If you are a supervisor, you must inform the Title IX coordinator within 2 business days
 - Supervisors are anyone who has authority over others
 - "I want to tell you, but it has to be between us....."

Take Away/Resources

Listen

- Listen with Compassion

Give

- Give time and space for someone coming to you

Don't promise

- Don't promise anonymity

Share

- Share resources

Talk

- Talk to EEO

SLCC Resources:
Employee Resource Groups
EAP/CHC
Staff Development
GSSRC
David Jensen (x4561) or Alexandra
Babilis (x4696)

Contact:

Brandi Mair

Interim Director of Employee Relations

PHONE: [801-957-4652](tel:801-957-4652)

EMAIL: Brandi.mair@slcc.edu

David Jensen

Director of EEO & Title IX

PHONE: [801-957-4561](tel:801-957-4561)

EMAIL: david.jensen@slcc.edu

Anjali Pai

Director of Staff Development & Employee Experience

PHONE: [801-957-4366](tel:801-957-4366)

EMAIL: Anjali.pai@slcc.edu

