<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
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<tbody>
<tr>
<td>11:30 AM</td>
<td>Welcome and Introductions</td>
</tr>
<tr>
<td>11:35 AM</td>
<td>Avoiding Perceptions of Retaliation</td>
</tr>
<tr>
<td>11:55 AM</td>
<td>Interfolio for Staff Searches</td>
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<td>12:05 PM</td>
<td>Job Target for Staff Searches</td>
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<tr>
<td>12:10 PM</td>
<td>Performance Management Process 2016</td>
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<td>- Online Performance Evaluations</td>
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<td>12:55 PM</td>
<td>Announcements/Reminders</td>
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Avoiding Perceptions of Retaliation
AVOIDING PERCEPTIONS OF RETALIATION

Michael Stephens
Amherst College Ombudsperson
What is retaliation?

• “Retaliation” – has formal meaning in employment law, as well as more informal definitions.

• For our purposes – retaliation is
  – harsh or punitive behavior
  – perceived to occur after a complaint, allegation, or conflict with another person – e.g., supervisor or co-worker.

• The college has a formal policy against retaliation toward those who have reported a violation of law or college policy.
COLLEGE STATEMENT ON RETALIATION

“The College recognizes that retaliation can take many forms and may be committed by an individual or a group against an individual or a group, and that a Respondent can also be the subject of retaliation by the Complainant or a third party. The College will take immediate and responsive action to any report of retaliation and may pursue disciplinary action as appropriate. An individual reporting sexual harassment or misconduct is entitled to protection from any form of retaliation following a report that is made in good faith, even if the report is later not proven.”
Perception and Intent

• Perceptions are **real to the employee**, even if not intended by the supervisor.
• Subtle retaliation can occur without conscious intent. To the receiver, **intent is assumed to be present**.
• Greater self-awareness, insight and control in our behavior will help ensure that any **actual or perceived** retaliation does not occur.
Gross Forms of Retaliation

• Threats
• Altering work conditions so an employee cannot perform her/his job
• Systematic exclusion from activities other employees are involved in
• Unjustified negative performance evaluations
• Unwarranted decreases to compensation

These are rare and are not the main focus of this orientation. Job actions should always be reviewed and counseled on by HR.
Subtle Forms of Retaliation
– Our Focus Today

• Avoiding interaction, adopting a “cooler” tone, snubbing in social situations
• Cancelling scheduled meetings, not inviting to group events
• Shifting work away from the employee
• Not sharing needed information
• Criticizing the employee in front of others
• Hyper-monitoring the employee’s activity and whereabouts
• Increasing frequency and negativity of feedback – losing needed balance with positive messages
Avoiding Behaviors that Can be Perceived as Retaliatory

- Continue to behave in a professional and positive manner
- Cultivate self-awareness regarding your behaviors and emotional reactions
- Do not let emotions cloud your judgment and behavior
- Develop skills in giving timely and balanced feedback
- Be sensitive to your tone of voice and body language
- Continue to take appropriate actions to develop and support all of your employees, with the goal of helping them succeed
Avoiding Behaviors that Can be Perceived as Retaliatory

*Especially with employees with whom there has been some conflict...*

- Understand it is ok if employees raise concerns to you or suggest changes to how you are doing things – this creates an open and positive work environment

*If an employee has raised a concern to next level management, HR or the Ombuds...*

- Avoid statements such as “I really wish you had come to me first...”, or otherwise showing negative reactions
- Let the employee know you support their right to seek additional assistance in resolving concerns
Seeking further guidance on this issue....

• Consult with Human Resources
• Meet with the college Ombudsperson
  – To obtain confidential sounding board and coaching in workplace issues, including how to work with employees with whom you are having difficulty
• Seek training or do self-study in areas such as:
  – Having difficult conversations
  – Managing conflict
  – Giving and receiving feedback
  – Improving self-awareness
Interfolio for Staff Searches
Interfolio for Staff Searches

As announced, we are moving our searches for staff positions from our home-grown applicant tracking system to Interfolio.

Features for Applicants:
• Seamlessly and simple process for applicants to apply
• Options for attaching documents or completing a work history form
• System sends multiple emails confirming their application submission status
• Interfolio provides online and phone support

Features for Hiring Managers & Search Committee members:
• Ability to post internally
• Easy to view applicant materials
• Create pdfs of applicant materials to read
• Identify and sort applicants by long list, short list, and other stages of the search process
Interfolio for Staff Searches

Short demonstration:

Employment Opportunity website
https://www.amherst.edu/offices/human_resources/administrative-and-staff-positions

Interfolio website
https://account.interfolio.com/sso
Job Target for Staff Searches
JobTarget for Staff Searches

We have engaged in a contract with JobTarget, a job board platform designed to search, manage and distribute job postings across a vast network of job sites to reach qualified candidates:

• The network contains over 20,000 job sites and career sites
  – We can search by location, industry, popular sites, diversity sites and niche sites
  – Provides recommendations to broaden and diversify applicant pools

• Will allow us to target diverse audiences
  – Jobs will automatically be posted to high traffic diversity job boards, for example:
    ❖ VetJobs
    ❖ Disabled Person
    ❖ The Black Perspective
    ❖ Hispanic Today
    ❖ Women in Business & Industry
  – Post a single job to multiple sites simultaneously
Performance Management Process (PMP)
PMP 2015 and Moving Forward

2015 Outcomes:

• Standard evaluation process for both staff and trustee appointed employees
• 100% evaluation completion for all staff and trustee appointed employees
• Elimination of the old increase matrix tied to the quartile system
• Higher annual increases for employees with strong performance
• More meaningful conversations and better documentation of accomplishments
• More detailed development plans to address growth and areas of opportunity
• More involvement of the senior management
Improvements for 2016

- Continue using the same rating scale and performance criteria for each rating, but eliminate the “intended distribution” guideline to void situations where supervisors feel constrained about how frequently they can utilize specific ratings.
- Even absent a specific distribution guideline, we anticipate a broad distribution of ratings given the fact that employees display different levels of performance.
- We will provide the option of using the same form as last year or a narrative evaluation form. Supervisors will continue measuring performance using the same evaluation factors and provide an overall performance rating using the same rating scale.
- A ‘base raise’ will be provided in an equal percentage for all employees performing at the “Effective” level and above. An extra pool of funds will be available for supervisors to distribute at their discretion to recognize and reward strong performance.
Base + Merit Approach

• **BASE RAISE:**
  – Across-the-board base increase for all employees EFFECTIVE and above
  – No increase for DOES NOT MEET; modest increase for ACHIEVES MOST

• **+ MERIT RAISE:**
  – Additional merit component available for strong performance
  – Employees at EFFECTIVE and above are eligible
  – No forced distribution: flexibility in assignment of ratings and merit portion of wage pool

**EXAMPLE:** Same Base Raise for Effective and Above + Potential for Merit
# PMP 2015 Distribution of Merit

<table>
<thead>
<tr>
<th>Range</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over 5%</td>
<td>3</td>
<td>0.5%</td>
</tr>
<tr>
<td>5.00%</td>
<td>10</td>
<td>1.8%</td>
</tr>
<tr>
<td>4.00% - 4.99%</td>
<td>20</td>
<td>3.5%</td>
</tr>
<tr>
<td>3.50% - 3.99%</td>
<td>13</td>
<td>2.3%</td>
</tr>
<tr>
<td>3.00% - 3.49%</td>
<td>33</td>
<td>5.8%</td>
</tr>
<tr>
<td>2.5%</td>
<td>237</td>
<td>41.9%</td>
</tr>
<tr>
<td>2.0%</td>
<td>238</td>
<td>42.0%</td>
</tr>
<tr>
<td>1.5%</td>
<td>12</td>
<td>2.1%</td>
</tr>
</tbody>
</table>

**Average Raise:** 2.50%
Improvements for 2016

• The current evaluation period will be extended to March 31\textsuperscript{st} to closer align the timing of the evaluation process with the budget approval process.

• Starting next year, our new evaluation period will be April 1\textsuperscript{st} through March 31\textsuperscript{st}.

• Compensation changes processed after March 31\textsuperscript{st} will include the merit increase.

• Employees who have completed six months of service as of June 30\textsuperscript{th} and who have demonstrated acceptable performance will be eligible for a merit increase.

• Salary increases will not be processed without a completed performance evaluation form.

• Senior Managers will continue provide active direction of the performance evaluation process, both to provide clarity in how the process will be administered in their areas and to assure a measure of consistency across the College.
PMP 2015 and Moving Forward

Training

• The Office of Human Resources will provide more training on the evaluation forms, expectations on performance, development plans and self-evaluation.

• We expect that employees and supervisors will participate in at least one training session.

• We will provide training to departments upon request.

• The senior management is aware of the need for more training and committed to facilitate employees and supervisors attendance to the sessions.

• We are bringing our PMP process online this year, and will provide training to both employees and supervisors on how to manage the process online.
## PMP Training Sessions in February

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Time/Venue</th>
</tr>
</thead>
<tbody>
<tr>
<td>February 9</td>
<td>Conducting Effective Performance Evaluations (for Supervisors)</td>
<td>10-11:30 AM - Alumni House</td>
</tr>
<tr>
<td>February 10</td>
<td>Complete Your Self-Evaluation</td>
<td>9-10:30 AM - Alumni House</td>
</tr>
<tr>
<td>February 17</td>
<td>Take Advantage of Your Performance Evaluation (for Staff)</td>
<td>10-11:30 PM - Alumni House</td>
</tr>
<tr>
<td>February 18</td>
<td>Giving and Receiving Feedback</td>
<td>9-10:30 AM - HR Conference Room</td>
</tr>
<tr>
<td>February 22</td>
<td>Creating a Successful Development Plan</td>
<td>1:30-3 PM - Alumni House</td>
</tr>
<tr>
<td>February 25</td>
<td>Online Performance Evaluation Form Training (for Supervisors)</td>
<td>9-10:30 AM - HR Conference Room</td>
</tr>
<tr>
<td>February 29</td>
<td>Developing SMART Goals</td>
<td>2-3:30 PM - Alumni House</td>
</tr>
</tbody>
</table>
Online Performance Evaluations

Short Demonstration

Please make sure that all the staff in your departments are able to access the online performance evaluation process:
- Coordinate the use of kiosks, laptops or computer labs
- Make sure that employees have activated or updated their usernames and passwords
- Contact HR if you need support
Announcements/Reminders
Announcements/Reminders

• Next Supervisory Forum – April 28th
• PMP Training Sessions in February
• Diversity training:
  – Eradicating Microaggressions – February 11
  – Cultural Competency 101 – March 17
Future Meetings

Let us know what you want to know!
Questions?
Thank you for your participation!