

# Labor & Employee Relations Performance Management Process Improvement [UIUC]

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## Business Case

Advising campus units about Civil Service employee performance management and implementing Civil Service employee discipline is one of the most important functions of the Labor and Employee Relations (LER) section of Staff Human Resources. The LER staff works with the employee's department and supervisor to ensure they are informed on the procedures involved the disciplinary process, and that the employee is treated fairly and equitably. Improper or inconsistent treatment of employees within this process carries considerable risks, in the form of overturned decisions, potential lawsuits from aggrieved employees, and in damaged relationships between the University and unions/bargaining units.

Through their coordination and discipline tracking efforts, LER staff works to minimize that risk. Currently LER has concern with their ability to minimize that risk given that they are unable to efficiently provide a complete history of performance issues with a specific employee or historic resolutions for a specific type of issue. On average, 30% of cases have incomplete discipline or incomplete discipline history files within Labor and Employee Relations requiring an extensive search to uncover this missing paperwork.

## Goal

Reduce the number of cases with incomplete discipline or incomplete discipline history files from 30% to less than 5%.

## Approach

Reviewed and documented the current LER workflow of the discipline process. Assessed the weak points and bottlenecks that exist within the current workflow. Addressed shortcomings and provided potential solutions to eliminate them.

## Outcome

Identified 3 short-term and 3 long-term recommendations. Implementation of the short-term recommendations has begun, which is expected to increase awareness of the process and better organize the materials used within the process. Plans for long-term recommendations are currently being assessed.

## Key Findings

- **Units external to LER are unaware how the discipline process works and what is required of them to move it forward.**
- **Discipline or discipline history files are often missing or incomplete.**

### Short-term Improvement Recommendations

1. **Draft and publish on LERS website a set of best practices to clearly articulate LERs expectations for external units working with LER during the discipline process.**
2. **Create a workflow document to be used by external units that shows explicitly the various steps and obligations inherent in the discipline process to improve their awareness of the entirety of the process.**
3. **Establish an online repository for all forms and templates provided by LER and used by a unit during the discipline process.**

### Long-term Improvement Recommendations

1. **Develop online training to further articulate LERs needs and expectations to external units working with LER during the discipline process.**
2. **Review LERs current use of MS Access and determine if improved functionality can be implemented by their in-house IT expert.**
3. **Explore new software solutions to improve workflow within LER, looking at options currently deployed and supported by the University.**

### Implementation of Recommended Improvements

The three recommended “best practice” statements have been drafted and will shortly be posted on the LER website. The workflow document has been finalized and will be used going forward when LER works with external units. The online repository has been created in the form of a Box.com space. It will be used as team members populate it with LERs current forms and templates.