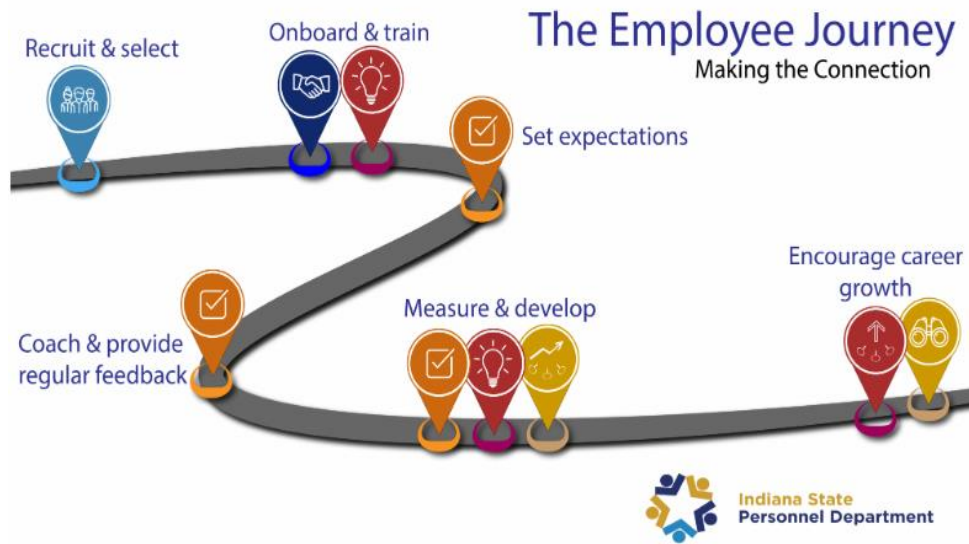




HR MONTHLY RESOURCE



The Nerve Center: Human Resources

Did you know you can also find several helpful topics based on our most frequently asked questions via The Nerve Center including IDOH HR contact information? Check it out [here](#).

Coaching vs. Discipline: Determining the Difference

Coaching: Coaching is the day to day, hands-on process of helping employees recognize opportunities to improve their performance and capabilities. It provides supervisors an excellent opportunity to encourage, advise, motivate, and develop employees a little more every day. Additionally, coaching is also an essential supervisory tool that can be used to improve performance. Working with employees individually or in small groups allows the supervisors to observe performance, help employees identify weak areas, and work with the employee to develop their skills and strengthen their abilities. It should be a positive experience between the supervisor and employee.

Discipline: Discipline is a formal process used by supervisors to attempt to correct a behavior. Discipline is documented in the employee's personnel file in writing. All discipline must be presented to Human Resources prior to delivery and must be on state forms or in the appropriate State format.



Important Reminders:

1. Interim Appraisals due 8/5.
2. Last day to START the final premium incentive option, online group coaching, is 8/15. Encourage staff to finish their wellness initiatives strong! Deadline 9/30/22.
3. Have you enrolled in [LEAD](#)?

IDOH HR Contacts

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[Employee Resources](#)

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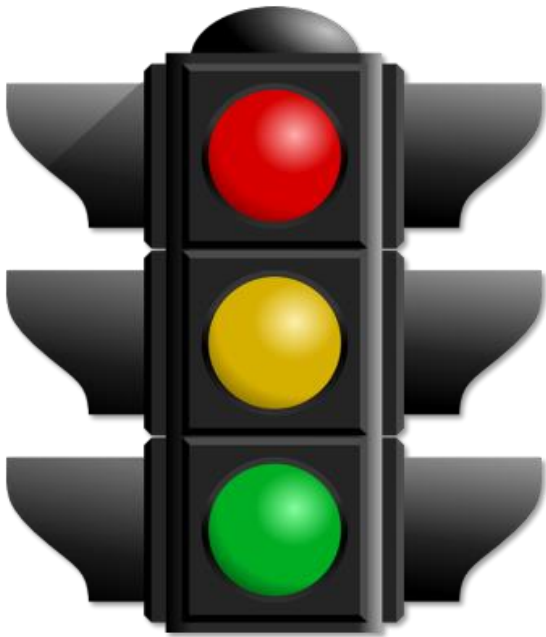
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Discipline: Think of a Stop Light

If you determine the performance issue is due to an unwillingness, then corrective action is needed. Supervisors should utilize the “Stop Light Process” to help determine your next steps in the discipline and coaching process.



RED LIGHT – STOP, TEACH, COACH, TRAIN: You have noticed that an employee needs to make adjustments with their performance. The first step is to take a moment to stop, teach, coach, and train the employee to ensure they understand your expectations and how to complete the desired task. Once you have had a verbal conversation, follow up with an e-mail to ensure you have documented your instructions. Supervisors should also follow up a few days following the conversation, to see how the employee is doing, if they have any additional questions, or need any further guidance.

YELLOW LIGHT - WARNING: After you have discussed the performance issues with the employee, and you continue to notice the same repetitive issues, it is time to move to the yellow light. With the yellow light, you will provide a written counseling detailing the performance issues that need to be addressed. Supervisors should

partner with human resources prior to issuing a written counseling. A written counseling is not considered discipline, nor is it housed in the employee’s personnel file.

GREEN LIGHT – GO TO HR: If the employee is continuing the same behaviors after repeated documented warnings, it is time to move forward to the green light. The green light means you are ready to partner with Human Resources on next steps. Supervisors must follow the chain of command to determine appropriate action and partner with Human Resources for guidance.

August Topic Training: HR Basics for Supervisors (Disciplinary Action in Part 2)



IDOH HR presented a two-part series on topics that are fundamental for supervisors. Disciplinary Action is discussed in detail in Part 2. Each session is 1 hour and 30 minutes in length. These sessions are strongly recommended for new supervisors or those who would like a refresher. Click [here](#) and scroll down to the description section for more information.

Click [here](#) for Part 1.

Click [here](#) for Part 2.

Discipline: Which step should I take?

As discussed above, if you determine a performance issue is due to an unwillingness, then corrective action is needed. Corrective action can include notifying the employee of the problem, counseling, or discipline. Below we will discuss the different stages of discipline. The discipline imposed may vary based upon the nature of the offense, work record and any mitigating or aggravating circumstances and, while usually recommended, does not have to be progressive in nature.

Written Counseling: Written Counseling is not discipline, but can be a first step in informing the employee that there is a problem before it grows into either a larger performance or disciplinary concern. This should be considered a teachable moment, and a conversation between the employee and supervisor to explain what happened and why. If this documented discussion does not resolve the problem and it reoccurs or continues, then more formal action may need to be taken to address the unwillingness. A written counseling should be stored in the supervisor's fact file and not in the employee's personnel file with Human Resources. Human Resources will provide you the form.

Written Reprimand: A written reprimand is the first step in formal progress discipline. This serves as written disciplinary action to notify the employee of the need to alter conduct. Written reprimands should include the date of the infraction, specific information pertaining to the infraction, expected corrective action, and consequences of repeated infractions. Supervisors must meet with Human Resources prior to delivering any discipline. Human Resources, the supervisor and the employee must receive a copy of this discipline. Human Resources will provide you the form.

Reprimand in Lieu of Suspension: A reprimand in lieu of suspension is a written disciplinary action that carries the same weight as a suspension and illustrates that continued employment is in jeopardy. This action does *not* remove the employee from the work place or deprive the employee of their salary. A reprimand in lieu of a suspension is typically used in situations where it is in the agency's best interest to keep the employee in the work place, such as in the instance of issues with attendance or punctuality. This disciplinary action must be approved by the Assistant Commissioner. Human Resources will provide you the form.

Suspension: A suspension is a written disciplinary action that removes an employee from the work place for a defined period of time. This also illustrates that continued employment is in jeopardy. A suspension must be approved by the Assistant Commissioner. As before, supervisors must meet with Human Resources prior to delivering any discipline. Human Resources will provide you the form.

Dismissal: Dismissal from employment is appropriate if the employee cannot meet all expectations after previous performance management efforts were taken. It is also appropriate if the employee continues to behave unprofessionally after previous discipline steps were taken. Finally, it is also appropriate in the event that the employee's behavior is so egregious that a lesser discipline would not be appropriate. Dismissal must be approved by the Assistant Commissioner. Finally, as mentioned before, supervisors must meet with Human Resources prior to delivering any discipline. Human Resources will provide you the form.

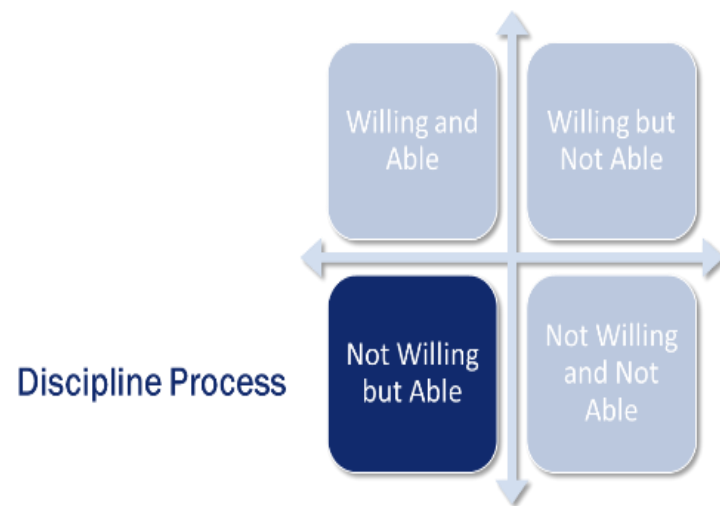
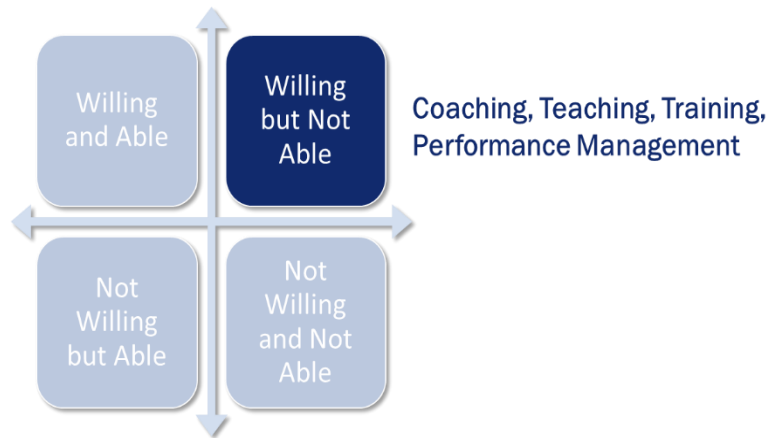


Skill vs. Will: Determining an Inability or an Unwillingness

When employee performance issues arise, you, as a supervisor, have to determine if these performance issues are the result of an inability/lack of skill or the employee's unwillingness to complete the task at hand.

Inability: You cannot discipline a skill/ability into an employee, so disciplinary action is ineffective when the problem is an INABILITY to perform the task correctly. In situations where there is an inability, performance management is the appropriate course of action. Performance management includes, coaching, teaching, training, and/or performance improvement plans.

An example of an inability would be an employee that is required to type 100 words per minute, but only has the skill to type 50 words per minute.



Unwillingness: You cannot train willingness into an employee, so a performance improvement plan is ineffective when the problem is an UNWILLINGNESS to perform the task correctly. In situations where there is an unwillingness, discipline is the appropriate course of action. Discipline includes notice of the problem and/or correction action if not corrected.

Examples of an unwillingness could be (not all inclusive) insubordination, unwillingness to behave as an effective team member, a failure to perform assigned duties, attendance and punctuality, or failure to report time correctly.

Performance Improvement Plans: Relevant Portions and Key Concepts

Once it has been determined that a Performance Improvement Plan (PIP) is appropriate, supervisors will need to review the [PIP resources](#) and consult with Human Resources. Here are some key reminders:

- **Length of PIP: 30 days, 60 days, or 90 days:** The length of time we can reasonably expect for the employee to develop new skills and correct the performance deficiencies.
- **Description of specific performance deficiencies:** Identify each Goal/Expectation and/or Competency involved and describe the specific deficiencies in as much detail as possible (and necessary).
- **Employee's Responsibility:** Be as specific as possible in listing the work output expected during the length of the plan, with any deadlines by date and time.
- **Manager/Supervisor's Responsibility:** List all efforts management will take during the length of the PIP. At a bare minimum, regular meetings with the employee should be carried out (e.g., weekly, daily). If there have been formal efforts prior to the PIP, those may be noted.

DON'T MISS OUT

ON THESE IMPORTANT DEADLINES

SEPTEMBER 30

Premium Discount Deadline

Last day to complete your premium discount activity for the 2023 Premium Discount.

NOVEMBER 30

Wellness Visit = \$100

Results must be visible in the ActiveHealth portal by this day to earn the \$100 gift card.

Dental Cleaning = \$50

Dental visit must be loaded in the ActiveHealth portal by this day to earn the \$50 gift card.

Health Assessment = \$25

Last day to complete health assessment to earn \$25 gift card.

DECEMBER 31

Gift Card Deadline

Last day to redeem gift cards earned in 2022.

LEARN MORE: on.in.gov/Deadlines

IDOH 2022 Wellness	Premium Discount (52%)	Health Assessment (61%)	Wellness Visit (34%)	Annual Physical (50%)	Flu Shots (53%)	Dental Cleaning (40%)
May	11.2%	40.4%	9.5%	6.7%	--	16.2%
June	15.6%	43.5%	9.9%	6.7%	--	16.2%
July	19.2%	46.1%	11.3%	20.2%	--	44.9%
August						
September						
October	--					
November	--					
December	--					

STAY INFORMED VIA TEXT MESSAGING

Sign up to receive text alerts about your benefits.

Sign Up



Invest In Your Health

Professional Development: Continuing Education

For state employees who are new or have never utilized our LinkedIn Learning account, click [here](#) for help logging on. If you have specific questions or issues, contact [SPD Training](#).

Top 5 Courses Completed by IDOH Employees via LinkedIn Learning/SuccessFactors Learning

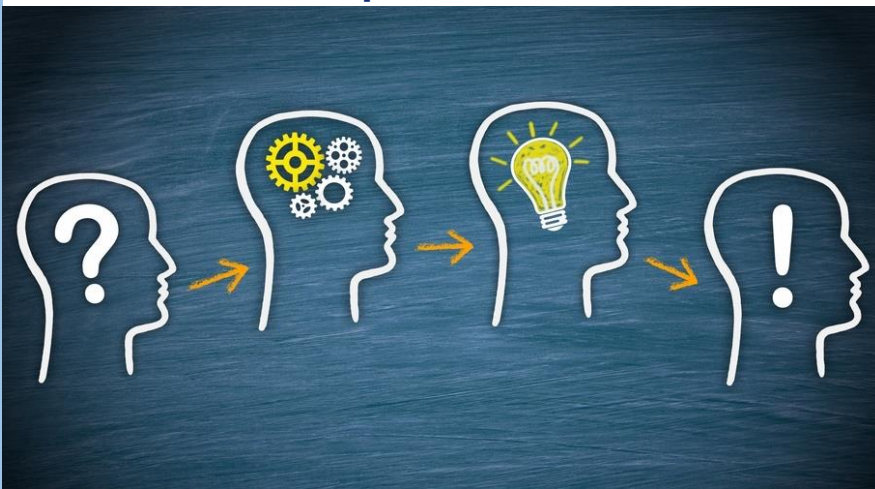
1. [Managing Stress for Positive Change](#)
2. [Excel Essential Training](#)
3. [Developing Your Emotional Intelligence](#)
4. [Time Management Tips: Communication](#)
5. [Effective Listening](#)

August Spotlight: [Coaching and Developing Employees](#)

Harness the power of coaching in the workplace. Learn how to shift from a command-and-control style of management to a manager-as-coach style of leadership to transform employee engagement and bottom-line results. Join leadership and negotiation coach Lisa Gates, as she explains how to establish a coaching relationship with your reports. Lisa shows how skills like open-ended question asking, listening, challenging for growth, and accountability can increase your employees' autonomy and problem-solving capacities. The course includes assessments, exercises, and tools to help your team capture goals, map a career trajectory, and accelerate growth, along with sample coaching conversations help you see these tips in practice and understand their potential impact on your people, productivity, and results.



Professional Development Utilization: [LinkedIn Learning](#)



Good News: Since 2019, IDOH employees have completed 252 courses!

Bad News: Only 14% of current staff have completed a course via LinkedIn Learning which means 86% of our staff are not taking advantage of this free professional development option.

Solution: IDOH has certainly had a busy few years; however, as leaders, it is critical we encourage and promote a culture of

continuous improvement through learning and development. These efforts are supported by the Governor's recent Next Level **WHOLE Policy**. Permit your employees to engage in learning and development activities relevant to their jobs during compensable work hours and recognize them for their efforts. It is a great idea to assign an annual professional development goal. For example, the goal could be "Find and complete at least one LinkedIn Learning course relevant to each of your assigned competencies. Course title, course description, and competency relevancy must be shared with supervisor via email. Completion deadline is 12/1/2022."

HR Metrics: Data Driven Look at IDOH and the State of Indiana

Time To Hire (goal <20 days/mo)

Definition: Application Date to Initiate Offer Approval.
This is called the "candidate experience."

	Jan	Feb	Mar	April	May	June
IDOH	43	48	35	21	37	28
SOI	36	32	26	26	38	27
	July	Aug	Sept	Oct	Nov	Dec
IDOH	28					
SOI	27					

Vacancy Rate (goal <25%/mo)

Definition: Percentage of Positions Vacant

	Jan	Feb	Mar	April	May	June
IDOH	17	17	17	18	17	16
SOI	--	--	--	--	--	19
	July	Aug	Sept	Oct	Nov	Dec
IDOH	15					
SOI	19					

YTD Turnover (goal <18% annual, voluntary)

Definition: percentage of voluntary resignations, retirements, transfers out as compared to hires and rehires

	Jan	Feb	Mar	April	May	June
IDOH	1.7	4.5	6.6	9	11.2	12.2
SOI	1.96	3.63	5.48	7.71	9.34	10.85
	July	Aug	Sept	Oct	Nov	Dec
IDOH	13.4					
SOI	12.5					

	2019	2020	2021
IDOH	16.34	15.1	24.2
SOI	12.9	12.63	19.18

Recognition (YTD)

Spot Bonus (budget \$81,800/FY)	68 bonuses / \$39,800
Remote Work (excl. field staff)	239 participating
Education Reimbursement	13 reimb / \$48,946
Referral Bonus	4 eligible applications

Performance Mgmt: 2019-2021

	2021	2020	2019
Exemplary	37	24	15
Exceeds	284	248	144
Successful	394	456	545
Other*	58	107	99

* < Successful and staff hired after Oct. 1st

SPD Resources:

Benefit Information

[SPD Benefit Website](#)

1(855) 773-4647, option 1
spdbenefits@spd.in.gov

SPD Employee Relations

[Employee Relations Website](#)

1(855) 773-4647, option 4

Talent Acquisition

1(855) 773-4647, option 2
jobs@spd.in.gov

Family Medical Leave

[Family Medical Leave Website](#)

1(855) 773-4647, option 4

Worker's Compensation

[Short Term Disability](#)

1(855) 773-4647, option 3

Training Opportunities

[SPD Training Website](#)

spdtraining@spd.in.gov