

PART ONE : LETTER OF JOB OFFER

This can be done in a brief letter form and should include:

- ✓ New employee's name
- ✓ Nature of the job
- ✓ Remuneration as a total package
- ✓ Terms and conditions of resignation/termination, including notice period
- ✓ Annual leave, sick leave, maternity/paternity leave
- ✓ Confidentiality agreements (Intellectual property)
- ✓ Other benefits (Bonus and non-packaged items)

Sample 1 : Letter of job offer

Offer of employment as (*insert position title*)

We are delighted to offer you employment in the above position.

The terms and conditions, as we briefly discussed, are set out in the attached contract of employment. If you have any queries about these please do not hesitate to contact. If you have specific queries you may wish to seek your own legal advice.

Please review this offer of employment, sign the note of acceptance at and return to myself. An additional copy of the contract is enclosed for your retention.

We look forward to welcoming you on date.

Sample 2 : Letter of job offer

Name _____

Position _____

We have completed our interviews for the position of (*state job classification*) and I am pleased to formally advise you that you have been selected. Please let me take this opportunity to congratulate you for an excellent interview. I/we look forward to having you join our (*office/division/bureau/agency*).

Your starting salary will be (*annual salary for OT exempt employees/hourly rate for OT- eligible employees*). You will be eligible for a merit increase after one year of employment. The details of your benefits package will be explained to you at New Employee Orientation, but you should feel free to ask me or our HR staff any questions concerning your benefits before that is scheduled.

(As we discussed,) your start date will be (*day and date*). At that time I will introduce you to (*name*) in our human resources division who will help you complete required "sign up" paperwork such as the Employment Eligibility Verification (Form I-9), tax deductions, Maine State Retirement, insurance forms, and other related documents. Also, in order for the agency to comply with our policy concerning personnel screening and verification, please be prepared to provide the *original* version (photocopies are not acceptable) of credentials that you claimed on your application for employment or during the selection process. Common examples of these documents would be an *original* college degree or transcripts provided by your college or university; professional licenses (nurse, social worker, etc; certifications; or other similar materials. A member of the staff will examine the documents and make a copy of the original for your personnel file, verifying that it is a copy of the original. If you do not have these documents, please take immediate steps to obtain originals from the issuing authority. Since your selection is conditional upon verification of your credentials, the verification process will be completed during your probationary period. (A criminal records, driver's license or credit check will also be conducted during the probationary period, as needed.) If additional information is necessary to complete the verification process we will contact you.

Please feel free to contact me at (*phone and/or email address*) if you have any questions prior to your start date. Again, congratulations on being selected. We look forward to seeing you on (*date*).

Sample 3 : Letter of job offer

Dear Mr. Harper

Following your recent interview at the T-Solutions headquarters in Amsterdam, I am pleased to offer you're the position of Customer Service Manager in T-Solutions UK on the following terms:

1. Your employment will commence on 3 January 2014.
2. Your normal place of work will be at the T-Solution UK office in Albert Street, West London. However, to perform your duties as Customer Services Manager, you will be required make visits to company branches in other regions when instructed.
3. Your starting basic monthly salary will be the equivalent of EUR 40,000 per annum. Your performance will be evaluated at scheduled intervals, and the company will adjust your salary at its sole discretion.
4. After satisfactory completion of the first 90 days of employment, you may be eligible for a bonus. The securing of subsequent bonuses will be based on the achievement of goals set in your performance appraisal and on overall company performance.
5. You will be entitled to claim travel and subsistence expenses for duties which are performed outside the normal place of work. If your expenses exceed the rates specified on the company claimed form, they may not be reimbursed.
6. Your networking hours are Monday to Friday, from 9 a.m. to 5.30 p.m. You are entitled to a 30 minute lunch break each day. You may be required to work additional hours to fulfill your duties.
7. In addition to public holidays, you are entitled to 20 days paid annual leave upon one's year service. Unused annual leave cannot be carried forward to the subsequent year.
8. The duration of your probationary period will be three months. During this period, each party has the right to terminate the contract by giving one week's notice or, in lieu of notice, the equivalent of one week's salary. The company may extend the probationary period to review your performance and conduct. You may be subject to instant dismissal or suspension from work if you are guilty of misconduct or in breach of terms and conditions of employment.
9. Periods of notice after the probationary period are specified in the full terms and conditions of employment.

This offer of employment is subject to the provision of two professional references and copies of diplomas and certificates.

If you would like to accept this offer of employment, please sign and date the attached copy of this letter and return it to us with the above documents. We will then ask you to sign a copy of the full terms and conditions of employment, which will, together with the letter of appointment, form your contract of employment.

Please do not hesitate to call me if you have any questions about this appointment.

We look forward to welcoming you to our company.

Your sincerely,
EdaManser
EdarManser, Director of Human Resources

I accept this offer of employment under the terms and conditions specified above.

.....
(Signature)

.....
(Date)

PART TWO : EMPLOYMENT CONTRACT

Sample 1: Employment contract

This contract of employment is entered into between _____ (hereinafter referred to as 'Employer') and _____ (hereinafter referred to as 'Employee') on _____ under the terms and conditions of employment below :

- 1. **Commencement of Employment** Effective from _____
 until either party terminates the contract.
 for a fixed term contract for a period of _____ * day(s) / week(s) / month(s) / year(s), ending on _____.
- 2. **Probation Period** No Yes _____ * day(s) / week(s) / month(s)
- 3. **Position and Section Employed** _____
- 4. **Place of Work** _____
- 5. **Working Hours** Fixed, at _____ days per week, _____ hours per day
from _____ *am/pm to _____ *am/pm
and _____ *am/pm to _____ *am/pm
 Shift work required, _____ hours per day
from _____ *am/pm to _____ *am/pm
or _____ *am/pm to _____ *am/pm
 Shift work required, at _____ working day(s) per *week/ month, totalling _____ hour(s).
 Others _____
(details of the arrangement on working hours and total working hours)
- 6. **Meal Break** Fixed, from _____ *am/pm to _____ *am/pm, *with/without pay
 Not-fixed, at _____ *minutes/hour(s) per day, *with/without pay
Meal break *is/ is not counted as working hour(s).
- 7. **Rest Days** On every _____, *with / without pay
 On rotation, _____ day(s) per *week/month, *with / without pay
(The employee is entitled to not less than 1 rest day in every period of 7 days)
- 8. **Wages**
(a) wage rate: Basic wages of \$ _____ per * hour/ day / week / month;
plus the following allowance(s) :
 Meal allowance of \$ _____ per * day / week / month
 Travelling allowance of \$ _____ per * day / week / month
 Attendance allowance of \$ _____ (amount)

(details of criteria and calculation of payment)
 Others (e.g. commission, tips) \$ _____ (amount)

(details of criteria and calculation of payment and date of payment)

(b) overtime payt At the rate of \$ _____ per hour
 At the rate according to * normal wages / _____ % of normal wages

(c) payment of wages & wage period(s)† Every month, on _____ day of the month for wage period from _____ day of the month to _____ day of *the month/ the following month.
 Twice monthly, payable on
(i) _____ day of * the month / following month for wage period from _____ day of the month to _____ day of *the month/ the following month.
(ii) _____ day of * the month / following month for wage period from _____ day of the month to _____ day of *the month/ the following month.
 Once for every _____ *day(s)/week(s) for wage period from _____ to _____.

9. Holidayst

The Employee is entitled to:

- statutory holidays as specified in the Employment Ordinance
- public holidays
- plus other holidays (please specify) _____

10. Paid Annual Leave†

- The Employee is entitled to paid annual leave according to the provisions of the Employment Ordinance (ranging from 7 to 14 days depending on the Employee's length of service).
- The Employee is entitled to the following paid annual leave according to the rules of the company (please specify) _____

11. Maternity Benefits†

- The Employee is entitled to maternity leave and maternity leave pay according to the provisions of the Employment Ordinance.
- The Employee is entitled to the following maternity leave and maternity leave pay according to the rules of the company(please specify) _____

12. Sickness Allowancet

- The Employee is entitled to sickness allowance according to the provisions of the Employment Ordinance.
- The Employee is entitled to sickness allowance according to the rules of the company under the following circumstances:
 - If the number of sickness days taken is _____ day(s) or below, an appropriate medical certificate in support of the sick leave *is /is not required.
 - If the number of sickness days taken is _____ day(s) or more, an appropriate medical certificate in support of the sick leave is required.
- Others (please specify) _____

13. Termination of Employment Contract

A notice period of _____ * day(s) /week(s)/ month(s) or an equivalent amount of wages in lieu of notice (notice period not less than 7 days).
During the probation period (if applicable) :
- within the first month : without notice or wages in lieu of notice
- after the first month : a notice period of _____ * day(s)/ week(s)/ month(s) or an equivalent amount of wages in lieu of notice (notice period not less than 7 days).

14. End of Year Payment

An amount of * \$ _____ or equivalent to _____ month's basic/ normal wages upon completion of each
 *calendar / lunar year
 specified period : from _____ to _____
Payment is to be made within _____ days before commencement of the following * calendar /lunar year.

PART THREE : ORIENTATION CHECKLIST

New Employee Orientation Checklist

New Employee Information

Name :	Starting date :
Position :	Manager :
Office / Building :	Phone number :

	Task	Status
Before first day	Send welcome package with important information and welcome letter (via email)	<input type="checkbox"/>
	Assign and prepare workspace and provide basic office supplies	<input type="checkbox"/>
	Obtain an ID card for the new employee prior to their first day, Contact your departmental IT Administrative Representative to request an ID or call.	<input type="checkbox"/>
	Arrange for a telephone, or reset password, and obtain accessing instructions and codes	<input type="checkbox"/>
	Arrange for the uniform, office and desk keys and security pass	<input type="checkbox"/>
	Assign the " Buddy " to assist the new employee as a "go-to" person	<input type="checkbox"/>
	Send an email to the department announcing the new employee	<input type="checkbox"/>
	Develop a training plan and schedule as needed	<input type="checkbox"/>
	Develop a work plan for the first day and first few weeks	<input type="checkbox"/>
First day/ orientation	Welcome the new employee and show them their space	<input type="checkbox"/>
	Share the <i>New Employee Reference Guide</i>	<input type="checkbox"/>
	Review confidentiality of information, health and safety checklist, procedure guidelines, alarm procedures, and the guide to responding to emergencies	<input type="checkbox"/>
	Review hours of work, schedule, pay schedule, overtime policy and vacation planning	<input type="checkbox"/>
	Discuss procedures for scheduling time off and unexpected absences	<input type="checkbox"/>
	Review proper attire for workplace or lab	<input type="checkbox"/>
	Review departmental policies for cell phone , personal calls and other departmental policies	<input type="checkbox"/>
	Review departmental and role security requirements	<input type="checkbox"/>
	Provide the employee with keys, fob, security pass	<input type="checkbox"/>
	Tour of the department and/or building (washrooms, lunchroom/coffee machine, vending machines, water fountain, closets, emergency exit, first aid kit	<input type="checkbox"/>
	Provide a copy of seating charts if available or organization chart	<input type="checkbox"/>
	Ensure employee registers for the orientation program via the online registration portal	<input type="checkbox"/>
	Location of printer, fax, copy machine, shredder, office supplies (and information how to order)	<input type="checkbox"/>
	Computer orientation, including log-in, passwords, networks, email	<input type="checkbox"/>
	Telephone and voicemail orientation with password	<input type="checkbox"/>
	Indicate location of additional dining facilities on site	<input type="checkbox"/>
	Ensure buddy or work sponsor has made arrangements for coffee or lunch	<input type="checkbox"/>
	Meet with the new employee at the end of the day to answer any questions	<input type="checkbox"/>

	Task	Status
First week	Review department 's mission, strategy, values, functions, policies and procedures; organization of the department critical members of the department; department staff directory; department calendar	<input type="checkbox"/>
	Review Job description, responsibilities, competencies, and expectations	<input type="checkbox"/>
	Review performance feedback and appraisal process using Performance Dialogue Process (PDP) and schedule time for probationary objective setting and follow-u	<input type="checkbox"/>
	Advise the employee of the availability of individualized emergency response plans should one be required	<input type="checkbox"/>
	Review CEO, portfolio and company structure	<input type="checkbox"/>
	Preview overview of budget and finance procedures and policies if applicable (Travel, internet, consulting, hospitality, reimbursement)	<input type="checkbox"/>
	Review key general company policies including but not limited to : accommodation in the workplace, conflict of interest, acceptable computer use, harassment and travel expenses	<input type="checkbox"/>
	Review departmental health and safety policies/Emergency procedures/First Aid	<input type="checkbox"/>
	Arrange for any required training (computer software ,HR PeopleSoft), Computer software tutorial and resources are available through IT	<input type="checkbox"/>
	Provide meaningful work for the new employee – either training or substantive work	<input type="checkbox"/>
	Provide a list of key contracts who can address an employee's questions on the variety issues	<input type="checkbox"/>
	Gather feedback about the orientation program from the new employee	<input type="checkbox"/>
	Ensure that the senior leader (in the new employee's office) welcomes the new employee	<input type="checkbox"/>
	First 2 weeks	Order business cards, where required, from The Printing Services' online ordering system
Ensure the employee has met with HR for benefit sign-up if applicable		<input type="checkbox"/>
Arrange a tour of company with Buddy or Work Sponsor		<input type="checkbox"/>
Review company and department web site		<input type="checkbox"/>
Ask employee to complete the Accessible Customer Service online training		<input type="checkbox"/>
Schedule regular 1:1 meeting on an ongoing basis to provide ongoing coaching and feedback		<input type="checkbox"/>
During the probation	Review and discuss the employee's performance objective	<input type="checkbox"/>
	Develop a plan to access development and performance throughout the probationary period	<input type="checkbox"/>
	Access progress during probationary period as per HR policy or the applicable collective agreement. If success of the probationary period is in question, contact your HR Advisor immediately	<input type="checkbox"/>
	If success in the probationary period is reached, meet with the employee to confirm and congratulate them on successful completion	<input type="checkbox"/>
	Continue to clarify roles, responsibilities and expectations as needed and provide regular ongoing coaching and feedback during your regular meetings	<input type="checkbox"/>
First year	Review performance objective and progress	<input type="checkbox"/>
	Discuss training completed and training planned for the future	<input type="checkbox"/>
	Conduct annual performance review using the Performance Dialogue Process (PDP)	<input type="checkbox"/>
	Review objectives from the previous year, and set objectives for the coming year with employee	<input type="checkbox"/> 6
	Ensure a senior leader sends a congratulatory email or letter on the employee's one-year anniversary (set this up to be automatic)	<input type="checkbox"/>

New Employee Reference Guide

This guide is intended to provide the new employee with the tools and resources they will need in order to orient themselves to their new surroundings. Please note, the required tools will vary depending on if the employee is new to the city, company or the department.

Company overview	Status
Visit and company tour	<input type="checkbox"/>
Quick facts	<input type="checkbox"/>
Meet the CEO	<input type="checkbox"/>
Company plan	<input type="checkbox"/>
Administration and Governance and Corporate Governance	<input type="checkbox"/>
Staff resources	<input type="checkbox"/>
Health and Safety	
Workplace violence and Harassment	<input type="checkbox"/>
Reporting a Health and Safety incident	<input type="checkbox"/>
Emergency Response Procedures and Individual Emergency Responseplans	<input type="checkbox"/>
Employee Assistance Program	<input type="checkbox"/>
Wellness	
Athletics and Recreation Facilities	<input type="checkbox"/>
Accommodation	<input type="checkbox"/>
Healthy program	<input type="checkbox"/>
Equity and Human Rights	
Accessibility in the workplace	<input type="checkbox"/>
Equity	<input type="checkbox"/>
Human Rights	<input type="checkbox"/>
New Staff Orientation	
New Staff Orientation Program	<input type="checkbox"/>
Dining facilities on site	
Hospitality Services (Dining Hall and retail outlets)	<input type="checkbox"/>
Parking	
General information	<input type="checkbox"/>
Parking Services Permit Application Request Form	<input type="checkbox"/>
Information on Email, Calendar and Telephones	
Remote email and calendar access	<input type="checkbox"/>
Telephone features	<input type="checkbox"/>
Voicemail / sample voicemail greetings	<input type="checkbox"/>
Information Technology Services	<input type="checkbox"/>
General References	
Company map	<input type="checkbox"/>
Staff courses and workshops	<input type="checkbox"/>
Company websites	
Company website	<input type="checkbox"/>
HR	<input type="checkbox"/>
Department of Health and Safety	<input type="checkbox"/>

PART FOUR : VOCABRUARY

Office supplies

Name card	Calculator
Hanging shelf	Magazine holder
Correction tape/fluid	Mechanical pencil
Pencil holder	Pencil sharpener
Cellphone	Cordless phone
Bookend	Scissors
Calendar	Tape dispenser
Sticky note	Yellow pad
Label	Memo pad
Paper clip	Binder clip
Binder	Three-ring binder
File cabinet	Supply cabinet
Stapler	Staple
Briefcase	Bulletin board
Photocopy	Copy machine
Paper shredder	Desktop organizer
Lid	Power/clear /stop/copy button
Paper tray	Bypass tray

PART FIVE : TYPES OF ORIENTATION PROGRAMS

1. Corporate Employee Orientation (General)

Info related to government as an employer, such as its vision, priorities, values, structure and culture.

2. Department Employee Orientation

Inforelated to the employee's hiring department, such as its vision, priorities, structure and culture, in relation to the organization.

3. Job-specific Employee Orientation

Info related to the employee's role and responsibilities, their immediate work environment and their terms and conditions of employment.

PART SIX : TENTATIVE SCHEDULE

Below is a flexible tentative schedule for the first two days for the new employee.

Day One

8:30 am	Employee arrives and meets with supervisor
9:30 am	Tour of Office Building
10:00 am	Introductions to co-workers and Department Heads
11:00 am	Human Resources Department
1:00 pm	Lunch with co-workers and supervisor
2:00 pm	Introductions to more co-workers and any other Department Heads
3:00 pm	Training with supervisor – Review detailed job description
4:30 pm	End of first day

Day Two

8:30 am	Greeting from supervisor and introduction to Health and Safety Training
9:30 am	Municipal Facilities Tour
1:00 pm	Lunch with co-workers and/or supervisor and/or 'mentor'
2:00 pm	Training with fellow staff members and/or supervisor
4:15 pm	Meeting with supervisor - to touch base with new employee
4:30 pm	End of second day



PART SEVEN : WELCOME TO THE TEAM

Sample 1 : welcome email to the team

To: Team
From: Manager
Subject: Welcome Name of new employee

Dear Team:

I am very pleased to announce that Name will be joining our team as Title. His/Her first project will be XXXXX, or he/she will be focusing on XXXXXX.

Name comes to us from previous employer/school, where he/she was a XXXXX for # of years. Before that, he/she worked XXXXX. Name brings list capabilities/competencies, or how they will be contributing to the team. Include something personal such as hobbies, sports or interests if known.

Name's first day will be MM/DD/YYYY, and he/ she will be located spot/building/floor. I will bring Name around for initial introductions, but please feel free to stop by and introduce yourself and welcome Name to our department/faculty.

Please join me in welcoming Name to our team

Sincerely,
Manager

Sample 2 : welcome email from your Buddy

To: New Employee
From: You the "buddy"
Subject: Welcome to Queen's University or specific department/faculty

Dear Name:

Welcome to Queen's University, department/faculty/school of XXXXX! We are excited that you will be joining us on your first day MM/DD/YYYY.

I will be your new employee buddy, someone who can help you to get settled on your first day, show you around, answer any questions you may have, and serve as a resource over your first few weeks.

Let's begin by meeting for lunch on MM/DD/YYYY. I will come and meet you at 00:00. You can either bring your lunch from home, or I can show you a few places where you can purchase your lunch.

If you have any questions between now and then, please feel free to send me an email or call me at 613 533-6000, ext. #####.

Looking forward to meeting you!

Sincerely,
Your Name

HR Rep to the new employees	New employee to HR rep
<ul style="list-style-type: none"> ▪ Let's me start by showing you our organization chart. ▪ Please memorize your employee number. ▪ Our benefits include medical, dental, and retirement. ▪ As a new employee, you get 5 days of annual vacation. ▪ You have to fill out a request form if you want a day off. ▪ Working hours are from 8.30 to 5. ▪ Let's go for a tour of the office. ▪ Call me anytime you have a problem. ▪ Here is our bulletin board. 	<ul style="list-style-type: none"> ▪ What do I do if I get sick ? ▪ What if I forget to clock in ? ▪ How do I log on to the system? ▪ Do I have a password ? ▪ When do performance reviews happen ? ▪ When is my training session ? ▪ Who do I report to ? ▪ Where can I get the office supplies ? ▪ What happens if I have to work overtime ?

Situation 1 : First day at the Office

Terry : Hi, my name is Terry----

Tracy : Terry Smith, the new sales representative ? Nice to meet you !! 'm Tracy Fields.

Terry : Nice to meet you. Tracy, but----

Tracy : No buts about it. Now let me show you around. This is our reception area and our conference room is right over there.

Terry : This is a nice office

Tracy : We don't really like it.....but don't tell management. Now, over here is the sales department.

Terry : Really ? It is quite small.

Tracy : Yeah, I guess we haven't made enough money to get a bigger space. You can make copies and send faxes over here.

Terry : It looks like you guys work hard.

Tracy : Not really. We just mess things up so that it looks like we work hard. Now, your cubicle is over here, but first, the most important room.....

Terry : What's that ?

Tracy : Why, the **break room**, of course.

Terry : Hmm....this isn't a bad way to learn about the company.

Situation 2 : The company

Tracy : Those are all private office – the managers' offices. Stay away or they 'll make you work.

Terry : Hmm..... Tell me more about the company's operation.

Tracy : Sure thing. Here in the sales department, we do all the work.

Terry : Really ? What about management ?

Tracy : Management ? They just hang around in the meetings all day talking about howto spend the money that we bring in.

Terry : Really ?

Tracy : Yes. And the personnel department is down that hall. They spend the day creating new forms for us to fill out.

Terry : I see.....

Tracy : Now shipping and customer service are both downstairs. And here's a pamphlet telling about our product distribution, manufacturing and quality control systems.

Terry : Wow, this **pamphlet's** great.

Tracy : I spent a month putting it together. What a cushy assignment ! But just between you and me, I think the new president will promote me.

Terry : I don't know about that.....



Situation 3 : Office equipment

Tracy : Let me show you how to operate some of the office equipment, Terry. This is a copy machine.
Terry : It looked complicated.
Tracy : It's easy to use. These directions show how to make bulk copies, how to make two-sided copies.....
Terry : How convenient !
Tracy : Yes, and there is a water cooler, so we can stand around and talk while make copies.
Terry : Really, Do you make a lot of copies ?
Tracy : You bet. It beats working. Now this is the fax machine.
Terry : There are the directions here on the wall.
Tracy : Yes. And we can also borrow equipment for presentations here – the slide projector, the overhead projector, notebook computers, and of course the small TV.
Terry : Do you use that a lot ?
Tracy : Yeah, I say it's for presentations, but actually, I just watch soap opera in my office.
Terry : You know, Tracy, I am really learning a lot today.
Tracy : Stick with me and you 'll be just fine.

Situation 4 :Introduction

Tracy : This is our most important piece of office equipment – the coffeemaker.
Terry : Don't you ever work ?
Tracy : I try not to. Oh, Ben, let me introduce you to Terry. Terry, this is Ben.
Ben : Hi, Terry ! It's nice to meet you. Let's sit down. The new president is coming and I want to hide.
I hate working.
Tracy : Ha ha ! Terry , this is Carla. Carla , this is Terry.
Carla : It's pleasure to meet you, Terry. Of course, anything is better than working.
Terry : The pleasure is all mine.
Tracy : OK, Terry , tell us about yourself. Let's get to know each other.
Terry : All right. I 'm married. I have two children. I graduated from Biztown University, and before this, I was president of a computer firm.
Tracy : President ?
Ben : But you're.....
Carla : Our new sales representative.
Terry : No, actually, I am your new president. I am Terry Blake, not Terry Smith.
Tracy : Oh, no.....We are fired, aren't we ?
Terry : No, actually I 'd like to thank you. Now, I know exactly where employees waste their time on the job. I'll be able to make some important changes to make our company more efficient.
Tracy : Uh-oh !

Situation 5 :Introducing organization

- Larry : Here is our organization chart. It shows how the departments are structured. We recently divided the company into three major divisions: Operations, Marketing & Sales, and Finance & Administration.
- Patricia : Customer Service is a part of Marketing & Sales ?
- Larry : Yes, the Marketing & Sales division has a number of departments: Customer Service, Advertising, Communication, and , of course, Sales & Marketing.
- Patricia : And Operations ?
- Larry : Operations is made up of Manufacturing, Materials, Shipping & Distribution, MIS, R&D,.....
- Patricia : And department managers report to the directors, who report to the CEO ?
- Larry : Right. Now, keep in mind that the directors often compete with each other to be **in good standing** with the CEO.
- Patricia : I guess it would be helpful to make your division look as good as possible **in the eyes of** the CEO.
- Larry : Hmm....now you're getting it. Oh, here comes the CEO.
- Patricia : (Talking loudly, so that the CEO can hear) I agree, usually it is the CEO keeps a company going in the right direction !
- Larry : Right, right. Without the CEO, we'd all be useless.....OK, he's gone now. You are going to fit in just fine, Wallis.

Situation 6 : Company policies

- Larry : Our benefits include medical, dental and retirement.
- Patricia : How does the retirement plan work ?
- Larry : Employees contribute a portion of their salaries into a retirement account, and the company matches their contribution.
- Patricia : I see.
- Larry : Now, as a new employee at your level, you get 5 days of annual vacation, **along with** 8 sick days, and 4 personal days.
- Patricia : How long do I have to work here before I can start accruing additional vacation days
- Larry : After 2 years, you get 2 weeks, and after 5 , it goes to 3 weeks.
- Patricia : That's generous.
- Larry : Now I have to go over the employee guidelines with you before you can go home tonight. There are many policies to memorize.
- Patricia : Look all of those categories ! This will take forever.
- Larry : We need rules to make the company efficient. First, **punch in** and out on time. Second, (an hour later)
- Larry : Next, to request vacation time.....
(2 hours later)
- Larry : Next to apply for office supplies.....
- Patricia : (Thinking) Help ! By the time, we are done. I will be able to retire !



Situation 7 : Department working together

- Ron : We want to talk about how the divisions function, Patricia. Let's start with Karen Taylor, our Directors of Marketing & Sales.
- Karen : I believe that Marketing & Sales should act as a cohesive division.
- Patricia : That makes sense.
- Karen : After all, if my division didn't determine customers' needs, increase brand awareness, sell products, and keep customers happy, then where would Liveville International be ?
- Michael : Of course, Finance & Administration had an even more important role with departments ranging from accounting to HR. If it wasn't for us, our company couldn't properly manage money or provide proper staffing.
- Karen : But my division brings in the money.
- Michael : Without us, you'd be nowhere.
- Karen : Oh yeah ? Who earned record sales numbers for 3 consecutive quarters ?!
- Ron : Let's not argue ! You both know that without products to sell, you both would be flipping burgers at a fast food joint !
- Patricia : (Writing in notebook) Lesson one : Don't make the directors angry.

Situation 8 : Company operations

- Michael : Finance & Administration include various departments such as Accounting, Tax, Payroll, Investor Relations, Human Resources.....
- Patricia : Where are the most of our products manufactured ?
- Ron : We have facilities in the United States, Mexico, and Malaysia. Check out our company's intranet. You will find information about all our company's operations, among other things.
- Patricia : As a Customer Service manager, I'd like to think we sell quality products
- Ron : Ever since we worked with MIS department to develop an online quality-control program, we've seen defect rates plummet and reliability rates soar.
- Karen : I need to fill you in on what role you will play as the Customer Service Manager.
- Patricia : I'm in ears.
- Karen : Customer Service is responsible for professionally handling all customer requests. To do that you will need to learn how to use our internal systems, all of which are on our network.
- Patricia : I'm a quick learner. Will I receive any training ?
- Michael : MIS worked with Finance and Human Resources to put every procedure, from customer orders to payroll, on our intranet. We have training classes every Tuesday afternoon.
- Patricia : Wow, everything's online, huh ? MIS must be an important department.
- Ron : Yes, MIS is increasing productivity of our company with the use of the latest ERP systems.
- Karen : Hey, come to think of it, MIS has their hand in just about every aspect of Liveville Int.
- Michael : Interesting. I never thought about it that way.
- Ron : Pretty soon., they will be ruining the whole show !
- Patricia : (Writing in notebook) Lesson two : "Enroll in the MIS training course , fast !"

All employees are expected to perform their jobs in an efficient and effective manner. However, there may be occasions when supervisors must deal with workplace problems. These problems may be discipline-based, performance-based or both. In either situation, the supervisor should communicate directly and immediately with the employee when problems or deficiencies first arise. Any delays in making an employee aware of unacceptable conduct or behavior and deficiencies in work performance may appear to sanction such behavior.

In counseling with an employee, a supervisor should state what the performance deficiency is, provide suggested ways of overcoming the deficiency, a time period for that improvement, and the consequences if no improvements are made. It is advisable that a written record be made and/or written notification be provided to the employee.

Types of work performance problems

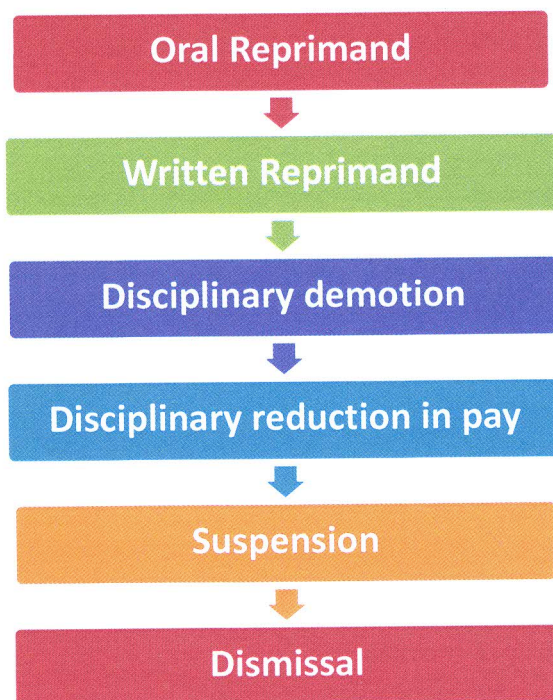
Quantity of work (untimely completion, limited production)	Quality of work (failure to meet quality standards)
<ul style="list-style-type: none"> ▪ Poor prioritizing, timing, scheduling ▪ Lost time <ul style="list-style-type: none"> - Lateness, absenteeism, leaving without permission - Excessive visiting, phone use, break time, internet use - Misuse of sick leave ▪ Slow response to work requests, untimely completion of assignments ▪ Preventable accidents 	<ul style="list-style-type: none"> ▪ Inaccuracies, errors ▪ Failure to meet expectations for product quality, cost or service ▪ Customer/client dissatisfaction ▪ Spoilage and/or waste of materials ▪ Inappropriate or poor work methods

Work Behaviors Which Result in Performance Problems

1. **Inappropriate behaviors** (often referred to as "poor attitude")
 - Negativism, lack of cooperation, hostility
 - Failure or refusal to follow instructions
 - Unwillingness to take responsibility ("passing the buck")
 - Insubordination
 - Power games
2. **Resistance to change**
 - Unwillingness, refusal or inability to update skills
 - Resistance to policy, procedure, work method changes
 - Lack of flexibility in response to problem
3. **Inappropriate interpersonal relations**
 - difficulties in maintaining good working relationships with colleagues
 - Inappropriate communication style: over-aggressive, passive
 - Impatient, inconsiderate, argumentative
 - Destructive humor, sarcasm, horseplay, fighting
 - withdrawal from social interaction with colleagues
 - Inappropriate conflict with others ? customers, coworkers, supervisors
4. **Inappropriate physical behavior**
 - Smoking, eating, drinking in inappropriate places
 - Sleeping on the job
 - Alcohol or drug use
 - Problems with personal hygiene
 - Threatening, hostile, or intimidating behaviors

PART TEN : DISCIPLINE FOR EMPLOYEES

Reasons for just cause include, but are not limited to, those described in the USF Progressive Steps for Disciplinary Action. Inability to perform assigned duties and/or substandard performance of assigned duties on a continuing basis may be considered just cause for incompetence. Disciplinary actions may include



Oral Reprimand – A documented conversation between a supervisor and an employee about a behavioral problem. It is intended to get the attention of the employee and to identify the problem and what corrective action is expected.

Written Reprimand – Applied after an oral reprimand has been issued but no change in behavior has resulted, or it is administered as the first step of progressive discipline if the severity of the infraction warrants. It formally places the employee on notice that corrective action must be taken.

Suspension – Temporarily relieving an employee of duties for up to three workdays and placing him/her on leave without pay. This is usually administered following one or more written reprimands. However, a suspension may be the first step of progressive discipline if the severity of the infraction warrants. An HR Employee Relations Consultant must be consulted in the consideration for suspending an employee.

Dismissal – Separating an employee from the university. It is the most severe form of discipline and is either the initial step in the case of a major offense or the final step in the progressive discipline process. An HR Employee Relations Consultant must be consulted in the consideration for dismissal.