Department Head Leadership Program

CHALLENGING SITUATIONS

Presented by:

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Introduction

• Department Head’s Role

• The Elements of Due Process

• University’s Disciplinary Guidelines

• Case Studies - Opportunity to Pool Experiences
Your Responsibilities

- Research
- Graduate Programs
- Teaching
- Innovation
- Recruitment
- Support
- Values
- Grad Students
- Financial
- Strategic
- Employee Relations
- Classes
- Security
- Initiatives
- Post Docs
- Wellness
- Hiring
- Diversity
- Challenges
- Community
- Honors Programs
- Sponsored Programs
- Budget
- Student Success
- Faculty
- Assessment
- Student Supervision
- Discipline
- Problems
## Various Roles

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<th>Administrative roles</th>
<th>Leadership roles</th>
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<tr>
<td>Fiscal overseer</td>
<td>Visionary</td>
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<td>Schedule coordinator</td>
<td>Internal Advocate</td>
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<td>Report generator</td>
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<td><strong>Interpersonal roles</strong></td>
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<td>Faculty Recruiter</td>
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<td>Coach</td>
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<td>Mediator</td>
<td>Faculty evaluator</td>
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<td>Climate regulator</td>
<td>Resource warrior</td>
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The Elements of Due Process

- Employees must be informed of unsatisfactory conduct or performance and given an opportunity to explain or improve before an adverse employment action is taken.

- Management has an obligation to deal in good faith with employees and to take corrective action measures based on “just cause”.
The Elements of Due Process

- State your expectations
- Describe what must change
- Get their explanation
- Formulate a plan
- Set a time frame
- State the consequences
- Be consistent in your application of your own rules
- Discipline must be appropriate for the offence
University Disciplinary Guidelines

- All disciplinary action will be determined on a case-by-case basis

- The University generally uses the following four-step, progressive discipline process:
  - Step 1: Verbal warning
  - Step 2: Written reprimand
  - Step 3: Suspension without pay/final written warning
  - Step 4: Termination of employment

- Because some performance/behavioral issues warrant skipping steps in the process, the University reserves the right to immediately terminate an employee or skip any step(s) in the progressive discipline process.
Case Study #1

- Tenured faculty
- Within five years of planned retirement
- Teaching had been deteriorating over the past several years
- Increased complaints from the students
- Swearing, caustic remarks to students and verbal sexual harassment
Case Study #2

- Outstanding scholar and instructor
- After 20 years of marriage, spouse filed for divorce
- Showed signs of serious emotional distress
- Both students and faculty expressed concern
- Attempted to carry on in the classroom, but students noticed a listlessness in his lectures and dullness in his speech
Case Study #3

- Third year faculty member
- Making satisfactory progress toward tenure
- You had to increase teaching load due to increase in student enrollment
- Faculty member is irate stating this will impede her progress on her journal article
Case Study #4

- When reviewing a faculty member’s performance, he suddenly reveals he’s been suffering from severe migraine headaches that impair his ability to concentrate
- You were about to give him an Unsatisfactory rating
- You realize that his condition may be determined to be a disability under the ADA
- You are worried that if you give him the rating his performance warrants, you may be breaking the law
Case Study #5

- Your Administrative Assistant’s work schedule is Monday – Friday from 8:00 a.m. until 5:00 p.m.
- You notice that he is at his desk at 7:30 a.m., normally doesn’t leave until 5:15 p.m. You also notice that he eats lunch the majority of time at his desk.
- You remind him that not only have you not approved overtime for him, you don’t have funding to pay overtime.
- He assures you that he is conducting personal business, not work.
- Two weeks after your conversation, you receive a letter from him stating that for the past six months he has been working overtime and not receiving compensation.
Dean asked you to consider hiring the relocating partner of a faculty member who was hired in another department.

The relocating partner’s qualifications barely meet the standards that are normally set when making a hiring decision. References state the employee’s performance was mediocre at best.

You ask yourself, if we choose not to accept this offer, would the department be less likely to expect other departments to cooperate in the future?

Would the dean at a later date deny you permission to conduct job searches for other vacancies?
Case Study #7

A staff member meets with you to discuss her concerns regarding one of your tenured faculty members.

- Professor Jones was angry with her because she refused to copy articles from a journal that were copyright protected.
- He blocked her in her office so she could not leave.
- He continued to raise his voice and informed her that she doesn’t have the authority to make these types of decisions. He ended the meeting by saying that he was going to ensure that she would be fired.
Concluding Remarks

- Personnel issues are the responsibility of the department head – they should not be ignored
- HR is here to help
- A department head’s success and reward comes from the success of the department
HR Resources

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