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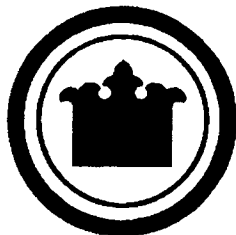
Attachment C

2009-548

# Teach/Lead/Coach (TLC) Handbook

King County  
Wastewater Treatment Division and  
Service Employees International Union, Local 925

Revised (8/5/04)



King County



*Clean Water - A Sound Investment*

## **I. GUIDING PRINCIPLES**

- Recognizing positive and corrective work performance and behaviors.
- Partnership between supervisor/shop steward, working together for the benefit of the individual.
- Taking personal responsibility.
- Non-judgmental
- Solution-oriented
- Resolving issues at lowest level possible.
- Consistent approach.
- Defined responsibilities.
- No surprises.
- Collaborative working relationship
- Positive Strive for a "win/win" situation
- Minimize need for manager-level decision making
  - Pass along information to managers
  - Leave decision making to supervisors
  - Manager may set boundaries
- Open communication - everybody involved
- Minimize personality-based decisions
- Utilize training
- Mediator role depends on issue
- Forget the past and deal with the present issue

## **II. WHAT IS TLC?**

- TLC is positive and/or corrective feedback.
- TLC is a supervisor giving feedback about the employee's performance or behavior.
- TLC is also known as: inform, advise, discuss, comment, counsel, guide, instruct, educate, direct, recommend, remind, manage, explain, clarify, etc.
- TLC is informal or formal feedback (immediate feedback with employee or a scheduled meeting).
- TLC is oral or written feedback, or both.
- TLC is documented in the supervisor's log or supervisor's personal working file (not in official personnel file or plant personnel file).
- TLC is non-disciplinary, but if employee's performance or behavior does not improve, TLC documentation can be used toward discipline.

## **III. WHEN SHOULD TLC OCCUR?**

- TLC should occur when an employee's performance is positive.

Example: Today, I received a compliment from Bob about your work on the Hydraulics class. He appreciated how you were able to gather and organize the information by the deadline, and present it in a logical, understandable manner.

- TLC should occur when an employee's performance or behavior requires correction.  
Example: Today, I received a concern from Bob regarding your work on the Hydraulics class. He said you had a deadline of 2 weeks to develop the curriculum. You assured him that it was going to be ready on time. The day it was due, you asked Bob for a 2-day extension. Tell me what happened?

#### IV. ROLES

##### **Desired Approach**

- Acknowledge positive performance by individuals and teams
- Collaborative working relationship
- Positive Strive for a "win/win" situation
- Minimize need for manager-level decision making  
Pass along information to managers  
Leave decision making to supervisors  
Manager may set boundaries
- Open communication - everybody involved
- Minimize personality-based decisions
- Utilize training
- Mediator role depends on issue
- Non-judgmental
- Solution-oriented
- Forget the past and deal with the present issue

##### **Role of the Manager**

- Acknowledge positive performance by individuals and teams
- Decision maker if efforts to problem solve are unsuccessful between supervisor, shop steward and employee; situational
- Mediator; mediate not arbitrate; situational
- Supporter of process;  
Resource provider  
Leader of the process  
Take ownership  
Committed to the success of the process
- Enhance lowest level resolution of problem;
- Enhance the lowest level of process
- Keep the process moving; keep problem resolution process going and on track

- Facilitator
- Setting boundaries
- Options are options and not decisions. Keep mind open to possibilities
- Situational Roles
  - Facilitator - keep on track
  - Decision maker
  - Mediator not arbitrator
  - Supporter/leader committed to success
- Has the option to push the process back down to the lower level of supervisor / shop steward / co-worker(s) once issues have been heard

### **Role of the Supervisor**

- Acknowledge positive performance by individuals and teams
- Facilitator
- Share information collaboratively
- Identify issues/problems and alternatives to solve problem
- Investigate identified problems
- Proactively involve shop steward at appropriate level of concern
- Work out problem together. Work with shop stewards and employees
- Coach individual
  - a. Set expectations
  - b. Explain problem
  - c. Help identify resources
  - d. Referrals (to EAP, etc.); involve shop steward
- Keep the process moving
- Seek agreement by all involved; if no agreement, refer to the manager
  - Document agreements
  - Document follow-up
- Proactively inform stakeholders (i.e., stewards, employee, etc) if expectations not being met.

### **Role of the Lead &/or Senior-in-Charge**

- Assist supervisor with acknowledging positive performance
- Identify issues/problems and alternatives to solve problem
- Share information collaboratively
- Work with supervisors and employees to solve problems
- Focus on problem or issue. Avoid personal or historical problems.
- Coach the individual.
- Assist in resolving issues by involving the employee and also involving the supervisor and/or shop steward.

### **Role of the Shop Steward**

- Assist supervisor with problem identification and alternatives to solve problem
- Share information collaboratively
- Keep the process moving
- Work with supervisors and employees to solve problems
- Mediate between supervisor and employee
- Focus on problem or issue. Avoid personal or historical problems
- Witness and document agreements (May assist with coaching/mentoring)

### **Role of Team Members Involved**

- Acknowledge positive performance by individuals or team
- Identify issues/concerns and alternatives to solve problem
- Share information collaboratively
- Identify alternatives/solutions and recommend to supervisor and shop steward
- Keep the process moving

### **Role of the Union Business Representative**

- Provide information and resources

# WHERE IS THE TLC/DISCIPLINE LINE?

A. NON-DISCIPLINE	DISCIPLINE
Teach/Lead/Coach	Oral reprimand
	Written reprimand
	Suspension
	Demotion
	Termination
<p>TLC is meant to address violations of rules of minor significance or unsatisfactory work performance that can be normally corrected through counseling or training.</p> <ul style="list-style-type: none"> <li>TLC is non-disciplinary, but if employee's performance or behavior does not improve, TLC documentation can be used toward discipline.</li> <li>Tools: written reminders, performance improvement plan (PIP), etc.</li> </ul>	<p>Discipline is meant to address violations of rules of major significance or continuing minor violations or continuing failure to meet expectations.</p> <ul style="list-style-type: none"> <li>Tools: performance improvement plan (PIP), etc.</li> </ul>

**PERFORMANCE IMPROVEMENT PLAN**

**ISSUE:**

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**SUPERVISOR'S EXPECTATIONS:**

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**ACTION STEPS TO RESOLVE ISSUE:**

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**DATE BY WHICH ACTION STEPS ARE TO BE COMPLETED:**

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**SUPERVISOR'S RESPONSIBILITIES TO ENSURE PLAN WORKS:**

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**EMPLOYEE'S RESPONSIBILITIES TO ENSURE PLAN WORKS:**

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**NEXT MEETING(S) TO ASSESS PROGRESS:**

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We have mutually agreed upon this Performance Improvement Plan:

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Supervisor's signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Employee's signature

\_\_\_\_\_  
Date

cc: Supervisor  
Employee  
Union  
WTD HR