

**PMPA SUPERVISORS COLLEGE PROGRAM**  
**MODULE #1 – The Super Supervisor and Managing Performance**

- I. INTRODUCTION – THE RESPONSIBILITIES OF SUPERVISION
- II. YOUR ROLE AS A SUPERVISOR AND UNDERSTANDING EMPLOYEES' NEEDS
- III. LEADERSHIP CHARACTERISTICS AND KNOWLEDGE OF THE COMPANY'S POLICIES
  - A. Earn Respect
  - B. Be Likeable
  - C. Be Consistent
  - D. Know Your Company's Policies / Employee Handbook
- IV. SUPERVISOR'S RESPONSIBILITIES TO EMPLOYEES AND KEYS TO EFFECTIVE SUPERVISION
  - A. Summary of Supervisors' Responsibilities to Their Employees
  - B. Keys to Effective Supervision
- V. MANAGING PERFORMANCE
  - A. Three Keys to Effectively Managing Performance
  - B. Critical Steps to Managing Performance
  - C. Coaching
- VI. PERFORMANCE Reviews
  - A. General considerations Regarding Performance Appraisals / Tendencies to Avoid
  - B. Preparing For and Drafting the Performance Review
  - C. Conducting the Performance Review
  - D. Addressing a Serious Performance Problem
  - E. Concluding the Performance Review
  - F. Follow-up to the Performance Review
- VII. MAKING UNIONS UNNECESSARY
  - A. Why Do Employees Unionize?
  - B. Importance of the role of supervisors in Staying Union-Free
  - C. Supervisors are Primarily Responsible for Identifying and Resolving Employee concerns as they Arise
  - D. No Solicitation Rules / Use of E-Mail
  - E. How Unions Organize and How to Recognize and Respond to Union Organizing

APPENDIX – Supervisory Exercises and Case Studies

**PMPA SUPERVISORS COLLEGE PROGRAM**  
**MODULE #2 – Navigating the Employment Minefield**  
**and Hiring Do's and Don'ts**

I. INTRODUCTION – NAVIGATING THE EMPLOYMENT MINEFIELD

II. EQUAL EMPLOYMENT OPPORTUNITY

- A. Title VII of the Civil Rights Act of 1964
- B. Age Discrimination in Employment Act (ADEA)
- C. The Americans With Disabilities Act (ADA)
- D. Sexual and Other Discriminatory Harassment (Title VII)
- E. The Equal Pay Act (EPA)
- F. Immigration Reform and Control Act (IRCA)
- G. Uniformed Services Employment and Reemployment Rights Act (USERRA)
- H. Establishing a Case of Discrimination
- I. Handling Complaints

III. EMPLOYMENT-AT-WILL

- A. Implied Contract
- B. Summary Guidelines

IV. EMPLOYEE RIGHTS

- A. Employee Privacy and Access to Personnel Records
- B. Defamation
- C. Workers' Compensation Retaliation
- D. Rights Regarding Union Affiliation

V. COMPENSATION / BENEFITS

- A. The Fair Labor Standards Act (FLSA)
- B. Family and Medical Leave Act of 1993 (FMLA)
- C. Uniformed Services Employment and Reemployment Rights Act (USERRA)

VI. HIRING DO'S & DON'TS

- A. Overview of Hiring and the Law
- B. Hiring Process
- C. Impermissible Inquiries
- D. Acceptable Pre-Employment Inquiries
- E. Suggested Interview Techniques

VII. CONDUCTING AN INTERVIEW

- A. Opening the Interview
- B. Sample Interview Questions
- C. Appropriate Reasons for Not Hiring an Applicant
- D. Points to Avoid

APPENDIX – Case Studies

**PMPA SUPERVISORS COLLEGE PROGRAM**  
**MODULE #3 – What To Do When Workers Cannot Work**  
**and Handling Employee Performance Problems**

**What To Do When Workers Cannot Work**

- I. OVERVIEW OF THE FMLA, ADA & WORKERS' COMPENSATION LAWS
  - A. Family and Medical Leave Act of 1993
  - B. Americans With Disabilities Act
  - C. Workers' Compensation
  
- II. HOW TO HANDLE EMPLOYEE ABSENCE PROBLEMS
  - A. Overlapping Coverage of the Laws
  - B. Attendance Programs
  - C. Medical Inquiries & Examinations
  - D. Leaves of Absence
  - E. Job Protection
  - F. Job Transfers / Light Duty
  - G. Integrating Company Policies

**Handling Employee Performance Problems**

- I. MANAGING PERFORMANCE
  - A. Legal Overview
  - B. The Challenge of Managing the Difficult Employee
  - C. Review of Keys / Steps to Effectively Managing Performance / Coaching
  - D. Determining Whether Formal Action is Appropriate
  
- II. Discipline / corrective action do's and don'ts
  - A. Definition of Discipline
  - B. Purpose of Discipline
  - C. Company's Work Rules
  - D. Progressive Discipline and When it Is and Isn't Appropriate
  - E. Effectively Administering a System of Discipline
  - F. Documentation of an Employee's Performance
  - G. Special Circumstances in Dealing with Employees
  - H. A Supervisor's Guide to Handling Employee Questions, Concerns and Complaints
  
- III. WHEN IS TERMINATION APPROPRIATE
  - A. Termination and the Law (Non-Union and Union Settings)
  - B. Lawful Termination
  - C. The Termination Meeting
  - D. Post Termination Considerations

APPENDIX – Case Studies