

Your HR Consultant as a Key Resource

As a manager, you may often view an event or process regarding an employee as routine or as an isolated instance, when in fact it may be indicative of a greater issue or developing trend concerning an employee or group of employees. Often, the *way* an action is taken regarding employees is as critical as *what* the action itself may be.

Your HR Consultant, as a result of their training, knowledge, skills and experience, may be able to interpret the circumstances in a greater context. In that way, they will help you consider many perspectives that result in a best practice solution.

In many instances, the HR Consultant may assist you in a course of action or in making a decision that ultimately:

- leads to a higher level of success and satisfaction for the employee and the department
- ensures open communication and mutual respect throughout the process
- provides the opportunity for an employee to end employment with dignity

We encourage you to contact your HR Consultant in advance of several points of decision-making or when you find yourself confronted with certain circumstances, but in particular the following:

- Employee performance issues
- Communications challenges
- When considering corrective action (verbal counseling through termination)
- Prior to a layoff (at least 60 days)
- Prior to end-of-grant (at least 60 days)
- Prior to department re-organization (initial thoughts and rationale)
- When employee has unresolved problem with supervisor or co-worker
- When department has an identified hire for non-exempt position (also temp-to-regular status change) and *prior* to initiating any discussions with the respective parties
- Pending departure of an incumbent
- Before making commitments to anyone concerning an out-of-cycle increase
- For employee, before deciding to end employment as a result of challenges with supervisors
- Prior to hiring a candidate with previous Dartmouth work experience
- Before developing local policies or quoting HR policies
- When there may be institutional repercussions

Contact your HR Consultant if you have any questions.



www.dartmouth.edu/~hrs/manager/toolkit/hrconsultant/keyresource.pdf

- When contacted by or anticipating involvement with government, legal or other external entities
- When union organizing efforts have been observed
- When something just doesn't feel right (it probably isn't!)
- When you need a sounding board or listening post for concerns and ideas
- When you would like to discuss resources for improving group interactions or effectiveness