



Dental Management Conference
Club Med, Florida July 21 – July 24

Human Resources Issues in CHC Dental Unit
Management

Request:



Without your name, write down what you would like to walk away with from this presentation and send your comment to the front of the room.




Background:

- Bachelors in Organizational Management
- Masters in Organizational Leadership
- Senior Professional in Human Resources (SPHR)
- 10 + Years experience in the HR Field
- Bilingual in Spanish and English, working knowledge of French
- Experience working in Non-profit Social and Healthcare organizations held roles as Coordinator, Manager, Director, Senior Director, Assistant Vice President.
- Originally from the South Bronx, New York City

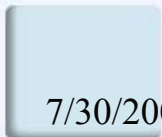


Currently:

- Director of Human Resources for North Hudson Community Action Corporation
www.nhcac.org
- Administration is located in Hudson County, West New York, New Jersey.
- Commenced in 1968 with 4 employees. Currently an employee base of 650.
- Three groups, CHC, CAP-Social Services and CAP Head Start
- 21 Sites in total.
 - CHC-9 Sites – 320 employees, West New York, Union City, Jersey City, North Bergen, Hoboken, Garfield, Passaic 8th Street - Dental Services (Hackensack and Passaic 110)
 - CAP Social 3 Sites – 80 employees
 - CAP Head Start – 9 Sites, with 200 employees

- 
- Health Center offers Internal Medicine, Dentistry, Pediatrics, Women's Health-OBGYN, Behavioral Health and Podiatry.
 - For the Dental Department Leadership is
 - Mr. Christopher Irizarry, President and CEO
 - Dr. Jorge Vera, Chief Medical Officer
 - Dr. Janet Lavenderia, Director of Dental Department
 - Ms. Ligia Bejarano, Dental Department Coordinator
 - 8 Dentist (2-Pier Diem)
 - 7 Dental Assistants
 - 6 Dental Registration Staff
 - Total of 21 Dental Staff plus DD and DC (23)

Topic Index



7/30/2008

- **Human Resources Introduction**
 - Role and Responsibility
 - Wage and Hour Laws (Min Wage – Overtime Pay)
 - Family Medical Leave Act (FMLA)
 - Workers Compensation and Short Term Disability
 - Occupational Safety Hazard Administration (OSHA)
- **Performance Management**
 - Selection Process
 - Background and Reference Checks
 - Compensation Package / Hiring
- **Productivity**
 - Progressive Discipline
 - Termination
 - Unemployment Insurance
- **Employee Morale Development**
 - Employee Incentives
- **Federal, State and City Resources**
 - Information Depots

Learning Objective:



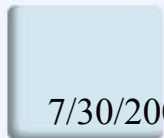
- What is Human Resources and Performance Management
- How Performance Management impacts day-to-day business
- Resources available

Human Resources Introduction

■ Introduction

■ Human Resources – Role & Responsibility

- What: The ability to assist in managing human capital
- Who: Any member of the company that has the ability to Hire/Fire and direct the work flow of another member.
- When: At any time during business hours
- Where: At any location that is work-related
- How: Through direct pay for service relationship

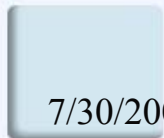


Human Resources Introduction:

■ Wage and Hour Laws

(Federal Department of Labor website)

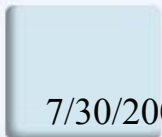
- What: How employees are paid
- Who: Hourly v. Salaried
- When: Whenever an employee is performing work related functions
- Where: At any sponsored work site, including at not limited to work conducted at home i.e. project work.
- How: Through the Exemption Classification changes of 2007



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Human Resources Introduction:

- **Family Medical Leave Act in NY (Federal) & Family Leave Act in NJ (State) (Department of Labor Website – for Federal for State google state Department of Labor)**
 - What: Job Protection for up to 12 Weeks NY, 12 Additional weeks in NJ for total of 24 Week possible for the care of a Child (adopted or new born) self or care of an immediate family member, mother, father, sister, brother, wife, Husband.
 - Commencing in 2009, NJ FMLA will be paid leave
 - Who: Any full time employee is has worked for 1,250 in one year NY or 1,000 in NJ or has completed their one year anniversary date as a full time employee
 - When: Any time a request is submitted with supporting medical documentation and criteria is met
 - Where: At any work site for any employee
 - How: By request of the employee



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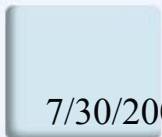
Human Resources Introduction:

- Worker Compensation and Short Term Disability
(Search workers compensation board, state mandate short term disability for more information)
 - What: Federal and State mandates for insurance to protect employees from work place injuries and/or disability income coverage.
 - Who: Any employee currently on active payroll
 - When: Whenever an employee has a work related injury and/or is unable to return to work due to injury and does not have any sick, personal time for income.
 - Where: At any sponsored work site, including at not limited to work conducted at home i.e. project work.
 - How: Via medical documentation and reporting



Human Resources Introduction:

- Occupational Safety Hazard Administration (OSHA)
(Search OSHA under the Federal Department of Labor Website and OSHA under your state)
 - What: Federal and State governance for worker safety, includes infection control and ergonomics.
 - Who: Any employee, consultant or customer that enters into the business.
 - When: In comes into review via random audit or complaint.
 - Where: At any sponsored work site, including at not limited to work conducted at home i.e. project work.
 - How: Via statement written that challenges the safety of the organization. This also includes a review of 2200 year end filing on accidents.

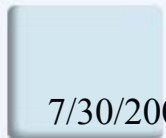


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Performance Management

- Setting the bar.....

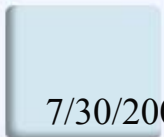
- Performance Management is the art of ensuring goals and objectives will be met by those whom have been entrusted to perform the functions of the job in which you have designed to assist in reaching.



Performance Management

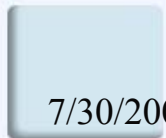
■ Selection Process

- Identify the need and why
- Develop a Job description
- Develop an inter/external posting
- Develop inter/external posting sites
- Collect Resumes inter/external applicants
- External conduct phone interviews
1st step (List of questions for all)



Performance Management

- Selection Process
 - Have all external applicants complete application and writing sample (Connect sample question to organizational mission)
 - Conduct Face to Face Interview with you alone and 3rd Interview for second opinion
 - Make offer contingent on successful background check



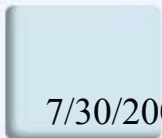
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Performance Management

- Sample questions, what to ask, when and how?

How did you hear about this position?	Internet (which site): Employee Ref (who): Newspaper (which): Job Postings (Internal): Job Fair (which): Other:	
Did you read the agency overview attached to your application? (What do you think? If yes. If no, did you do any research?)		
Do you speak any other languages?		
Tell me about your greatest accomplishment? And your set backs?		
What are your strengths and weaknesses?	S:	PD:
What do you feel you would learn from working at and why?		
Where do you see yourself in 5 years?		
Do you have any questions for me?		
What is your management style?		
What is your preferred type of supervisor?		
Observational comments:		

There are
Many ways
to interview
Develop a
List of
General
Questions to
Help open
the applicant
to be
engaged



Performance Management

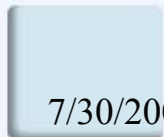
Rating System: Different forms, number, check list and Or past fail methods. Behavioral style is most common

APPLICANT REVIEW	COMMENTS		SCALE
Verbal Skills:			5 4 3 2 1
Written Skills (see sample):			5 4 3 2 1
Organizational Skills:			5 4 3 2 1
Assessment of Job Skills:			5 4 3 2 1
Customer service ability:			5 4 3 2 1
Presentation Skills:			5 4 3 2 1
Education:			5 4 3 2 1
Certification / Licensures:			5 4 3 2 1
Travel and days available to work:	<input type="checkbox"/> Train <input type="checkbox"/> Car <input type="checkbox"/> Bus	<input type="checkbox"/> Mon <input type="checkbox"/> Tues <input type="checkbox"/> Wed <input type="checkbox"/> Thurs <input type="checkbox"/> Friday <input type="checkbox"/> Sat	0 – 20 = Poor 21 – 25 = Satisfactory 26 – 30 = Average 31 – 35 = Above Average 36 – 40 = Very Good
			<u>Tot Score:</u>

Recommendation: 2nd Interview Hold for review Not Suitable
 2nd Round Interviewer (s): _____ / _____ / _____

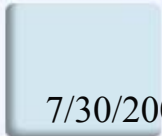
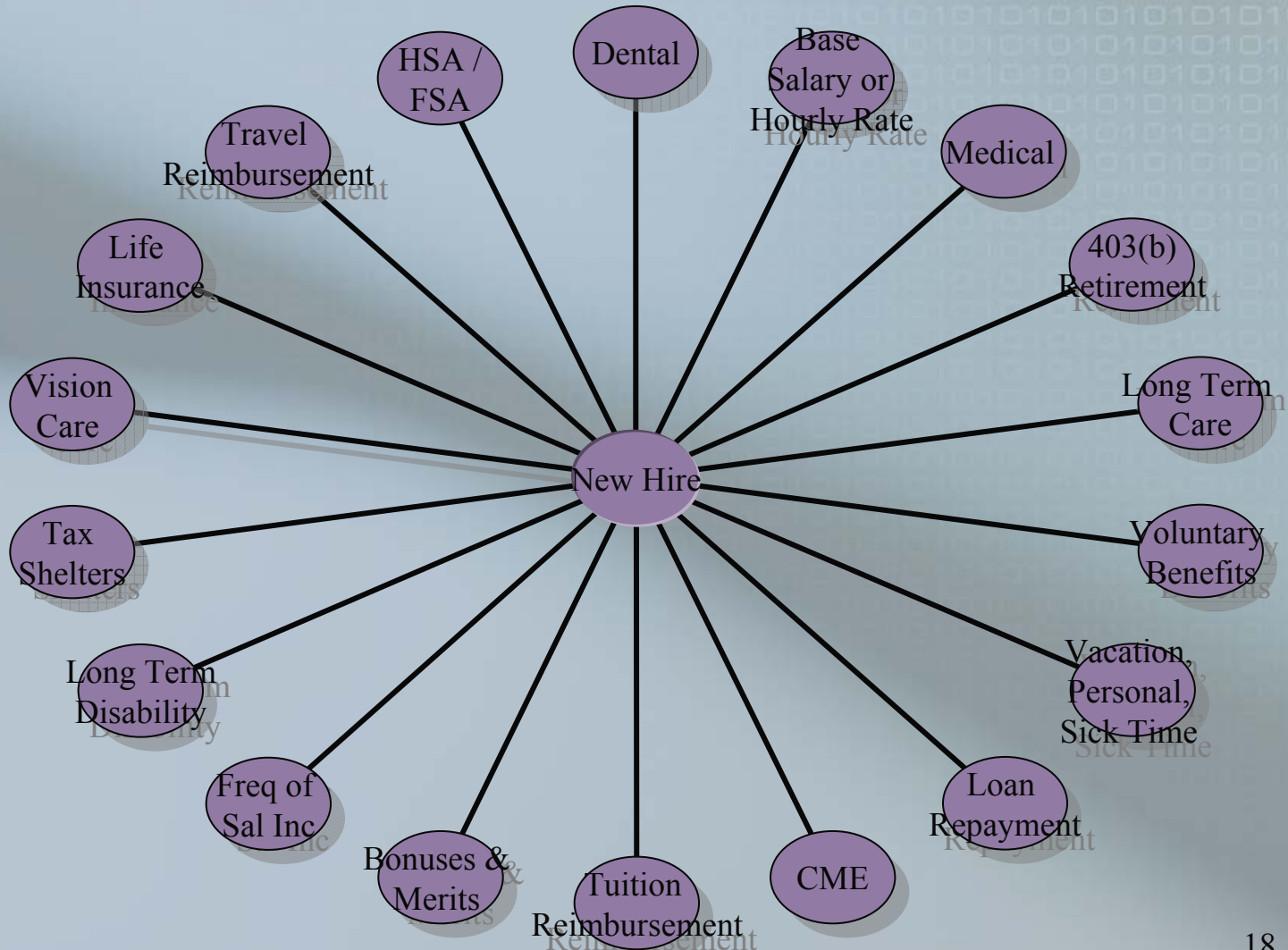
Performance Management

- Background and Reference Checks
 - Employer checks for references, via phone, email, letter submission and documentation from new hire.
 - For providers this process is covered under FQHC mandates.
 - For other staff, 3rd Party sources conduct all screenings, criminal, educational and professional work experience check with removal of liabilities for negligent hiring.



Performance Management

■ Compensation Package / Hiring (RS)



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Productivity

All new hires should be evaluated for basic adaptation to CHC
Within the first 60 days of employment and again after six months



- **QUALITY OF WORK** Employee Development Comments: 1 2 3 4 5
- **TIME MGMT** Employee Development Comments: 1 2 3 4 5
- **WORK INTEREST** Employee Development Comments: 1 2 3 4 5
- **RESOURCE-FULLNESS** Employee Development Comments: 1 2 3 4 5
- **CHECK THE BOX THAT APPLIES:** Employee Development Comments 1 2 3 4 5
- **INTER-PERSONAL RELATIONS** Employee Development Comments: 1 2 3 4 5
- **RELATIONS WITH CLIENTS** Employee Development Comments: 1 2 3 4 5
- **MOTIVATION** Employee Development Comments: 1 2 3 4 5
- **TIME AND ATTENDANCE** Employee Development Comments: 1 2 3 4 5

Productivity Progressive Discipline

Document, Document, Document key to ensuring
Successful outcomes.



Type of Action (Please mark with an (x) the action performed):

- Coach/Counsel (Will coach and train employee and form remains in program)
- Verbal Warning (Will speak with employee and form remains in program)
- Written Warning (If applicable, attach prior verbal and coaching forms for HR File)
- Final Written Warning / Plus Probation (Will complete and send to HR)
- Suspension (Will request support action from upper management and HR)
- Termination (Will request support action from upper management and HR)

Productivity Progressive Discipline

EMPLOYEE PERFORMANCE IMPROVEMENT PLAN

Section 1

Print Name of Employee: John Doe Print Title: HR Assistant

Print Name and Title of Management Issuing Action: George Lino, HR Director

Date: Loc:

Section 2

Type of Action (Please mark with an (x) the action performed):

- Coach/Counsel (Will coach and train employee and form remains in program)
- Verbal Warning (Will speak with employee and form remains in program)
- Written Warning (If applicable, attach prior verbal and coaching forms for HR File)
- Final Written Warning / Plus Probation (Will complete and send to HR)
- Suspension (Will request support action from upper management and HR)

Termination (Will request support action from upper management and HR)

Section 3

(The Present): What behavior did the employee display (please describe details that lead to the behavior):

The employee called out sick after a weekend and failed to provide a doctor's note regarding as instructed to do so (See attached).

(The Past): Employee has been warned regarding this behavior previously (Yes or No): ____

If yes, how was notice given: _____ Verbally or Written and the date notified: 10/9/07

Section 4

What policy did this behavior breach (please indicate the page, section and description):

Failure to call the service and excessive abuse of sick time policy as per Employee Conduct Page 54 of the employee manual

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Productivity Progressive Discipline

EMPLOYEE PERFORMANCE IMPROVEMENT PLAN

■ Section 5

■ (The Future) What are the expectations regarding this issue (what should the employee be expected to do?):

■ Section 6

■ Employee Comments regarding this notice of performance:

■ ADMINISTRATION ACTION MANAGEMENT ONLY

■ Is the employee being placed on probation? ___Yes ___No ↑30 ↑60 ↑90 Days

■ Is the employee being suspended? ___Yes ___No ↑1 ↑2 ↑3 Days

■ What steps have been determined for the employee? (*List action i.e. supervisory meetings, reports, etc and dates for follow up to occur*):

■ _____

■ I have read and received this performance violation from my supervisor and I am aware of the terms listed above to correct my performance. I am also aware, if my performance does not improve by the designated date listed above, **I may be subject to further disciplinary action up to and including termination.**

■ _____

■ Employee Signature

Date

■ _____

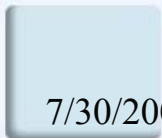
■ Management conducting session

Date

■ _____

■ Witness and/or HR Review

Date



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Productivity

■ Termination / Separation

Wrongful Separations

Separations based on
no documentation

Separation the are based on
subjective issues

Separation that are classified
as **poor work performance**

Separation based on
Personality

Separation based on
“word of mouth”

Successful Separations

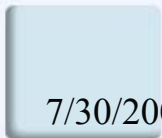
Separation based on
Documentation

Separation based on
Factual information

Separation based on
Breach of policy (Connect)

Separation based on
Non-personal / Professional

Separation based on
Eye witness accounts



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Productivity

■ Unemployment Insurance

New York

Unemployment is offered for
26 Weeks

All Claims can be contested

If won, the 26 Weeks is returned
To the employer and the
Former employee pays

Poor Work Performance is not a
Qualifying reason for separation

Best Separation tactics is resignation,
Job abandonment or termination with
Repeated documentation to change
Behavior

New Jersey

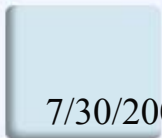
Unemployment is offered for
26 Weeks

All claims can be contested

If won, the first 6 weeks is
Returned to the employer and the
Former employee pays but still
Entitled to 20 weeks

Poor Work Performance is not a
Qualifying reason for separation

Best Separation tactics is resignation,
Job abandonment or termination with
Repeated documentation to change
Behavior



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Employee Morale Development

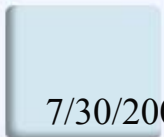
■ Employee Incentives

■ Non-Financial

- Work Life Committee Development
- News Letter (Internal Communication)
- Company picnic
- Employee of the year, quarter, month award

■ Financial

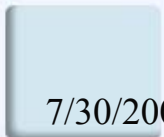
- Performance incentives
- Perfect attendance programs
- Lunch or breakfast treats



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Federal, State and City Resources

- Information Depots
 - Federal Department of Labor (www.dol.gov)
 - FMLA
 - FLA
 - Workers Compensation
 - Short Term Disability
 - Occupational Safety and Hazard Admin
 - State Department of Labor
 - Unemployment Insurance and local leave policies.



Questions and Answers





Contact Information:

George S. Lino, MSOL
Director of Human Resources
North Hudson Community Action Corporation
5301 Broadway 2nd Floor
Human Resources Department
Tel: 201-866-9320 ext 233
Fax: 201-8631330
Email glinol@nhcac.org
Website <http://www.nhcac.org>