

Duty/Task:									
I-9 Resolve employee issues									
STEPS (Required to Perform the Task)	PERFORMANCE STANDARDS (Observable & Measurable Criteria)	TOOLS, EQUIPMENT, SUPPLIES & MATERIALS (Needed)	REQUIRED KNOWLEDGE AND SKILLS (Math, Science, & Language)	SAFETY (Concerns)	WORKER BEHAVIORS (Important to Worker Success)	DECISIONS (Identify Decisions that Must be Made by the Worker)	CUES (Identify the Data Needed for Making Correct Decisions)	ERRORS (Indicate What May Result if Incorrect Decisions are Made)	
1 Develop an "open door" policy to define the company's procedures for handling employee concerns and issues	1 Developed a clearly written and understandable policy that defined the procedures for handling employee concerns and issues	1 Computer, word processing software, internet connection, sample open door policy and procedures	1 Computer skills, communication skills, writing skills	1 N/A	1 Clear, thorough, conscientious	1 What should my policy say? What should the procedures be? Where would I find examples of good open door policies and procedures	1 Sample policies found on internet	1 Won't have a clearly defined method of dealing with employee concerns and issues which could cause mistrust, poor morale, etc	
2 Meet with the employee(s) to discuss areas of concern or issues.	2 Met face to face with the employee(s) to listen to their issues	2 Pen, paper (for note taking)	2 Communication skills	2 N/A	2 Empathetic, attentive, good listener	2 What is the employee's concern or issue? Do I understand it clearly?	2 Clarification/restatement of employee's concern or issue	2 Won't know the concern or issue that requires resolution	
3 Identify alternatives and choose the best solution	3 Identified with the employee alternatives that addressed the concern or issue	3 N/A	3 Problem solving skills, conflict resolution skills	3 Alternatives must avoid violence and retaliation	3 Insightful, caring, problem solver	3 What are the options as far as dealing with this employee's concerns and issues? What are the employee's suggestions? Do they understand the issue and what's causing it?	3 Options generated from problem solving	3 Won't resolve the issue or problem; morale or productivity may be affected	
4 Document the selected solution to provide a record of the attempt to resolve the employee's issue(s)	4 Accurately documented the solution to provide a record of the attempt to resolve the issue	4 Pen/pencil, notepad	4 Documentation skills, communication skills	4 N/A	4 Accurate, conscientious, timely	4 Did I document everything that was discussed? Did the procedures follow what the policy stated? What do I do with the documentation?	4 Detailed documentation followed defined policy as developed in step 1.	4 Won't have a record of the attempt to resolve the employee's issue or concern. May have different interpretations of the solution if it's not in writing	
5 Follow-up to evaluate results and modify solutions as needed	5 Followed up to ensure the selected solution was working or if any modification was necessary.	5 Documentation from previous step	5 Analytical skills, problem solving skills, conflict resolution skills	5 N/A	5 Committed, thorough, disciplined	5 Is the solution working so far? What changes are needed to make it more effective? Is the employee who initiated the concern/issue satisfied with the resolution?	5 Employee's perceptions, manager's observations	5 Selected solution may not resolve the problem or issue without further intervention	
Analyst: John Moser			Specific Relevant References:						