

Human Resource Management for Operations Project Managers

Operations Manager PROSPECT Course
9-13 August 2004

Key HR Tools for Supervisors

- ◆ Conflict Resolution
- ◆ Counseling
- ◆ Performance Evaluation
- ◆ Awards
- ◆ Discipline
- ◆ Position Management vs. Classification

Conflict Resolution

- ◆ Conflict is neither good nor bad, it's how you handle it that makes the difference
- ◆ It gets no better with age
- ◆ If your natural style is to avoid conflict, you're in trouble (and not just with your spouse)

Components of an Effective Counseling Session

- ◆ Why do we discuss counseling after conflict?
- ◆ Preparation (the most important)
- ◆ Opening
- ◆ Documentation
- ◆ Staying Focused on the Issues
- ◆ Getting Commitment for Improvement
- ◆ Review
- ◆ Follow-up Plan

Performance Evaluation

- ◆ Communications is a must
- ◆ Consistency is imperative
- ◆ Success-based (not failure-based)
- ◆ Timeliness and Compliance w/ Regs
- ◆ Performance and Values

Awards

- ◆ Awards are Earned not Given
- ◆ Must be provided as close to the act that earned it as possible
- ◆ Two Categories – Cash and Honorary
- ◆ Lots of sources-
 - Corps (district, division, HQ)
 - Army/Defense
 - Other Federal (FEA)
 - Non-Federal
 - Others

Discipline

- ◆ Just like awards, Discipline is Earned not Given
- ◆ Just like awards, it must be effected ASAP after it's earned (DON'T WAIT)
- ◆ Conduct vs. Performance
- ◆ Progressive in nature (Table of Penalties)
- ◆ Call for advice from the experts **early**
 - Supervisor
 - CPAC
 - OC
- ◆ Douglas Factors

Douglas Factors

- ◆ Seriousness of offence (malicious or for gain?)
- ◆ Employee's job level (supervisory?)
- ◆ Previous disciplinary record
- ◆ Work history/past performance
- ◆ Effect on future ability to perform
- ◆ Consistency of penalty with others in past
- ◆ Consistency with Table of Penalties
- ◆ Impact on reputation of Army
- ◆ Employee knowledge of rule violated
- ◆ Potential for rehabilitation
- ◆ Mitigating circumstances
- ◆ Alternative sanctions considered?

Position Management vs. Classification

- ◆ Don't get the two confused
- ◆ What is position management?
- ◆ It is the OPM's responsibility
- ◆ Takes a lot of work and not easy
- ◆ What is classification?
- ◆ Who has classification authority in your district?
- ◆ On-line tools discussion

Questions?