

Human Resource Management for Operations Project Managers

Operations Manager PROSPECT Course
14-18 February 2005

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

Components of an Effective Counseling Session

- ◆ 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

Performance Evaluation

- **TAPES is success based (not failure based like GPAS)**
- **Process steps**
- **Use the standards on page 2 of form**
- **Communication between rater and ratee is key**
- **Collaborate on goals and objectives**
- **Follow rules and timeframes to avoid grievances**
- **How to address failure**
- **Consistency across the organization is important**

Success Based?

- **GPAS was failure-based – after a certain number of errors, the standard was failed**
- **TAPES is success-based – success is outlined in standards on the back of the form**
- **Performance over and above these standards is termed excellence**
- **Success in all is level 3, excellence in 25%+ is level 2, excellence in 75%+ is level 1**
- **Ratee feedback used in determining success and excellence**

Process Steps

- Ask ratee to draft goals and objectives
- Rater and ratee collaborate on final goals/objectives in first 30 days of period
- Discussion of standards on form (what does success and excellence look like)
- Mid-year discussion to assess progress/make mid-course corrections
- Other discussions as needed throughout year
- Ratee provides feedback near end of rating period
- Complete rating w/in 45 days of period end

Standards

Written to describe success (not excellence)

Senior system

- Technical competence
- Innovation/initiative
- Responsibility/accountability
- Working relationships
- Communication
- Organizational management & leadership
- EEO/Affirmative Action

Base system

- Technical competence
- Adaptability/initiative
- Working relationships/communication
- Responsibility/dependability
- Supervision/leadership
- EEO/Affirmative Action

Communication

- **Assure at least mandated meetings (initial, mid-year, and final), preferably more**
- **Don't wait when performance is sub-standard**
- **Develop appropriate documentation**
- **Use formal counseling sessions and schedule follow-up**
- **Face-to-face preferred but other methods acceptable in certain situations**

Goals and Objectives

- **Don't write as standards**
- **Organize into logical groups**
- **Collaboration of rater and ratee**

Follow the Rules

- More critical if you anticipate conflict or grievance
- Time frames are critical
- Beware of changes brought on by developmental assignments, new supervisors, promotions, etc.

Addressing Problems

- Address any needs for improvement or failures immediately
- Documentation important
- Informal PIPs can be used
- Formal PIPs
- Provide help
 - Coaching, counseling, training, etc.
- Timeframes for improvement
- Failed PIPs

Consistency

- We must be accurate as well as consistent
- Can no longer “carry” poor performers
- Raters must be consistent
- Organizational consistency comes from senior raters
- Helps when people compete with others for a job

Awards

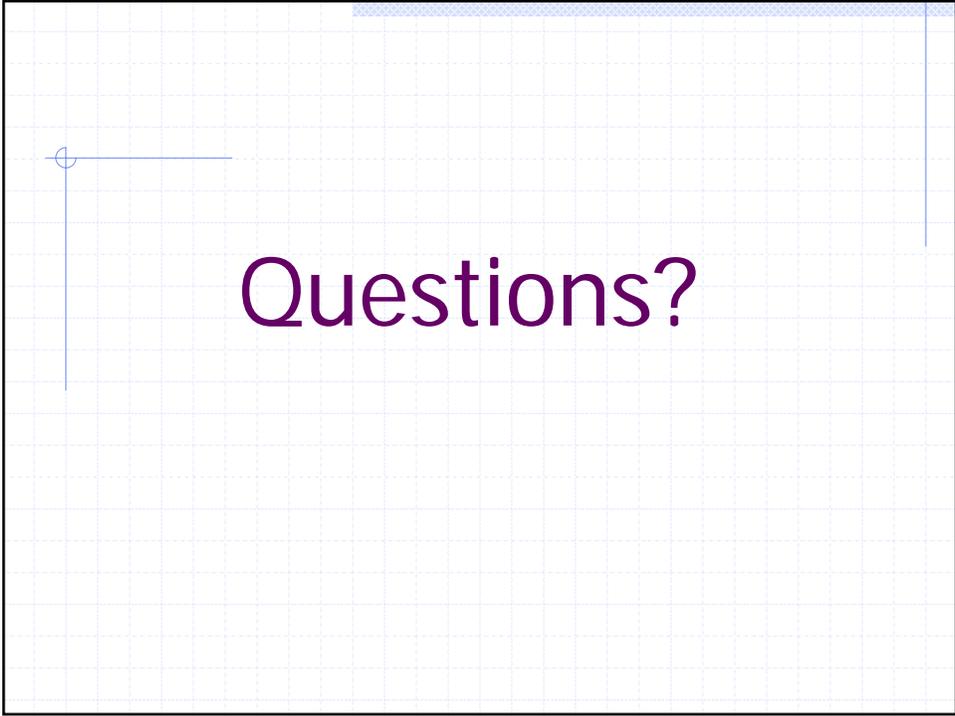
- ◆ Awards are Earned not Given
- ◆ Must be provided as close to the act that earned it as possible
- ◆ Two Categories – Cash and Honorary
- ◆ Lots of sources-
 - Corps (district, division, HQ)
 - Army/Defense
 - Other Federal (FEB)
 - Non-Federal
 - Others

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
- ◆ Call for advice from the experts **early**
 - CPAC
 - OC

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?
- ◆ Do you need classification authority?
- ◆ Tools on-line



Questions?