MANAGING STAFF RELATIONS

What complicates/interferes with staff relationships?

No time
Water mains over whining
You didn’t pick ’em!
You aren’t alone........
They are all different!

MANAGING STAFF RELATIONS

System specific issues

Union vs non-union
Central HR relationship/impact on your operation
Steps to hire/fire
Steps for compensation/promotion/grievances
Central systems for education/action on diversity and sexual harassment issues
MANAGING STAFF RELATIONS

Topics to consider – Ideas to Ponder

Perspectives
Recruitment
Communication
Diversity
Motivation
Learning Culture
Feedback and Reinforcement
Performance Communication
"Followership"

Meet Nemo ....

MANAGING STAFF RELATIONS

Assessment

Self-Evaluation Tool
Lessons from Nemo

Everyone has something to offer

MANAGING STAFF RELATIONS

Generations in the workplace

<table>
<thead>
<tr>
<th>Year Range</th>
<th>Generation</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1900-1945)</td>
<td>Traditionalists</td>
</tr>
<tr>
<td>(1946-1964)</td>
<td>Baby Boomers</td>
</tr>
<tr>
<td>(1965-1980)</td>
<td>Generation X</td>
</tr>
<tr>
<td>(1981-1999)</td>
<td>Millennial Generation or Generation Y</td>
</tr>
<tr>
<td>(1990-2020?)</td>
<td>Homeland Generation or Generation Z</td>
</tr>
</tbody>
</table>

United States by Generation, 2010, for Four Generations*:

- Traditionalists: 23.4%
- Baby Boomers: 17.3%
- Generation X: 17.8%
- Millennial Generation: 18.3%

Source: United States Census Bureau, 2010 Census Brief: Age and Sex Composition 2010, Table 7 (2010)
MANAGING STAFF RELATIONS

On........ Career Goals: They Say:

Traditionalists (1900-1945) "Build a legacy"

Baby Boomers (1946-1964) "Build a stellar career"

Generation X (1965-1980) "Build a portable career"

Millennials (Y) (1981-1999) "Build parallel careers"

MANAGING STAFF RELATIONS

On........ Rewards: They Say:

Traditionalists (1900-1945) "The satisfaction of a job well done"

Baby Boomers (1946-1964) "Money, title, recognition, the corner office"

Generation X (1965-1980) "Freedom is the ultimate reward"

Millennials (Y) (1981-1999) "Work that has meaning for me"
### Managing Staff Relations

<table>
<thead>
<tr>
<th>On Training</th>
<th>They Say:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditionalists (1900-1945)</td>
<td>“I learned it the hard way; you can too!”</td>
</tr>
<tr>
<td>Baby Boomers (1946-1964)</td>
<td>“Train ‘em too much and they’ll leave”</td>
</tr>
<tr>
<td>Generation X (1965-1980)</td>
<td>“The more they learn, the more they stay”</td>
</tr>
<tr>
<td>Millennials (Y) (1981-1999)</td>
<td>“Continuous learning is a way of life”</td>
</tr>
</tbody>
</table>

### Lessons from Nemo

**Build a Good Team**
MANAGING STAFF RELATIONS

RECRUITMENT
Be a place people want to work
Prepare for the interview
Define the job
A gift for you! 414 Interview Questions
   There are questions you CAN'T ask.
   but be sure you ask the ones you CAN!

MANAGING STAFF RELATIONS

In order to do a job you must have.....

   Technical Skills
   Interpersonal Skills
   Knowledge about the products or services produced
   Knowledge about customers being served

   Be sure that you seek information on all four areas.

MANAGING STAFF RELATIONSHIPS

How to spot a professional.....

   They do what they do better than almost everyone else
   They know more about what they are doing than everyone else
   They are always trying to improve
   They can replicate performance
   They don't let their feelings interfere with their performance
   They have a plan

   Be sure that you look for these qualities when recruiting.
Lessons from Nemo

The foundation is communication

MANAGING STAFF RELATIONS

OLD RULE: Tell employees what they need to know
NEW RULE: When in doubt - tell them too much

Contradictions inherent in employee communication:
Immediate, constant, consistent information using technology
BUT ....
with a high degree of human interaction
We need the correct answers instantaneously
BUT ....
the question is always changing

Inter-company Memo
Date: June 5, 2005
To: All Employees
From: HR
Subj: Casual Fridays
Effective this week, the company is adopting Fridays as Casual Day. Employees are free to dress in a casual attire of their choice.

Inter-company Memo
Date: June 12, 2005
To: All Employees
From: HR
Subj: Casual Fridays
Spandex and leather micro-miniskirts are not appropriate attire for Casual Day.

Inter-company Memo
Date: June 19, 2005
To: All Employees
From: HR
Subj: Casual Fridays
Casual Day refers to dress only, not attitude. When planning Friday's wardrobe, remember image is a key to our success.

Inter-company Memo
Date: June 26, 2005
To: All Employees
From: HR
Subj: Casual Fridays
A seminar on how to dress for Casual Day will be held at 4 pm Friday in the cafeteria. A fashion show will follow. Attendance is mandatory.

Inter-company Memo
Date: July 3, 2005
To: All Employees
From: HR
Subj: Casual Fridays
As an outgrowth of Friday's seminar, a 14-member Casual Day Task Force (CDTF) has been appointed to prepare guidelines for proper casual day dress.

Inter-company Memo
Date: July 10, 2005
To: All Employees
From: HR
Subj: Casual Fridays
The Casual Day Task force has now completed a 30-page manual entitled "Relaxing Dress Without Relaxing Company Standards." A copy has been distributed to every employee. Please review the chapter "You Are What You Wear" and consult the "home casual" versus "business casual" checklist before leaving for work each Friday. If you have doubts about the appropriateness of an item of clothing, contact your CDTF representative before 7 am on Friday.

Inter-company Memo
Date: July 17, 2005
To: All Employees
From: HR
Subj: Casual Fridays
Our Employee Assistance Plan (EAP) has now been expanded to provide support for psychological counseling for employees who may be having difficulty adjusting to Casual Day.

Inter-company Memo
Date: July 24, 2005
To: All Employees
From: HR
Subj: Casual Fridays
Due to budget cuts in the HR Department we are no longer able to effectively support or manage Casual Day. Casual Day will be discontinued, effective immediately.
MANAGING STAFF RELATIONS

Lessons from Nemo

Just Keep Swimming

MANAGING STAFF RELATIONS

How to ENERGIZE and MOTIVATE Employees

- Quality one-on-one relationships
- Match skills/abilities to assignments
- Trust – Honesty
- Respect – Consideration
- Congruity – Integrity
- Responsibility – Regret – Remedy
MANAGING STAFF RELATIONS

Top Causes of Poor Employee Morale
undesirable work environment
improper materials/equipment
lack of feedback
inadequate benefits
insufficient pay
poor management, lack of training
no orientation or training
inconvenient parking
no organized approach or vision

Lessons from Nemo

The Best Way to Help and Teach Others

MANAGING STAFF RELATIONS

Investing in Ourselves
“The idea that what we learned in our youth would be useful throughout our lives now has to give way to the idea that we need to continuously learn”
“...old skills to solve new problems are of little use...”
....Michael H. Annison

Successful organizations spend 5% of their income (or budget) on training and development of people
MANAGING STAFF RELATIONS

Feedback.....

• Is tied to goals
• Is related to both “how much” and “how well”
• Must be immediate
• Must go to the person performing the job
• Feedback to all levels of the organization
• Must be documented

MANAGING STAFF RELATIONS

Consequence Usually happens when... Should happen when...
Reinforcement (positive, good attention) Someone does something right
Punishment (negative, bad attention) Someone does something wrong Someone does something really wrong
Extinction (nothing, no attention) Someone does something right Someone does something a little wrong

MANAGING STAFF RELATIONS

Reinforcement
Zero behavior is really negative
Overreaction to small mistakes is a double negative
Punishment stops but doesn’t start

Take the “Ten Dimes” test
MANAGING STAFF RELATIONS

<table>
<thead>
<tr>
<th>Example</th>
<th>Value to Individual</th>
<th>Under the Deliverer’s Control</th>
<th>Immediately Available</th>
<th>Reusable</th>
<th>Cost to the Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic $$</td>
<td>Salary increase, bonus</td>
<td>High</td>
<td>PerHaps</td>
<td>Usually Not</td>
<td>Yes</td>
</tr>
<tr>
<td>Economic but non-$$</td>
<td>Trips, dinner certificates</td>
<td>High</td>
<td>PerHaps</td>
<td>Sometimes</td>
<td>Yes</td>
</tr>
<tr>
<td>Tangible but non-economic</td>
<td>Plaque, award, parking spot</td>
<td>High</td>
<td>UsuAlly</td>
<td>Sometimes</td>
<td>Yes</td>
</tr>
<tr>
<td>Intangible and non-economic</td>
<td>Praise with a smile, thank you note, news item</td>
<td>High</td>
<td>Yes</td>
<td>Yes</td>
<td>Almost Always</td>
</tr>
</tbody>
</table>

Lessons from Nemo

How to have those difficult conversations

MANAGING STAFF RELATIONS

Performance Evaluations – Tips for the Meeting

Tell employees the purpose of the meeting
Minimize reluctance – Gain the employee’s commitment
Discuss actual performance data/significant behaviors
Compare data with responsibilities and goals
Stay positive – Provide recognition
Focus on problem solving, not finding fault
Solicit and use input from the employee
Evaluate objectively – Discuss specific actions – Express confidence
MANAGING STAFF RELATIONS

Performance Evaluations – Common Mistakes

Contrast Error - Central Tendency
Negative - Positive Leniency
First-Impression Error - Recency Effect
Halo Effect - Devil Effect
Similar-to-Me Effect

MANAGING STAFF RELATIONS

Corrective Actions

Why we don’t reprimand or take disciplinary actions
We don’t know there is a need for it
Supervisor road block
Connections
Fear
Employee is too valuable
They might quit
No one will back me up
It’s just too much work!

MANAGING STAFF RELATIONS

Corrective Actions

Risks assumed by not taking action: not “calling it as you see it”

Unwanted behavior multiplies
Legal ramifications
Safety liability
Lack of respect
Work suffers
Morale suffers
Ultimately it could become your problem – personally!
Lessons from Nemo

How many leaders are there in a school of fish?

MANAGING STAFF RELATIONS

Followership

We aren't always leaders all the time
It's not who we are....it's what we do

Leadership and Followership are equal but different activities

Without good followers, good leaders are useless

There is a preoccupation with “leadership” but really we are most often in a “following” role

<table>
<thead>
<tr>
<th>Independent, good thinkers</th>
<th>Complaining, grumpy Followers</th>
<th>Effective Followers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survivors</td>
<td>Sheep</td>
<td>Yes People</td>
</tr>
<tr>
<td>Dependend, bad decision makers</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
MANAGING STAFF RELATIONS

Essential Qualities of “Followers”

They manage themselves well.
They are committed to the organization and to a purpose, principle or something outside themselves.
They build their competence and focus their efforts for maximum impact.
They are courageous, honest and credible.

MANAGING STAFF RELATIONS

Followership Hypothesis

IF.....

leadership is defined as:
influencing people to achieve a common goal

AND.....
effective followers influence people

THEN.....

ARE EFFECTIVE FOLLOWERS REALLY LEADERS ??

Lessons from Nemo

Never Give Up
MANAGING STAFF RELATIONS

Topics to consider – Ideas to Ponder

Perspectives
Recruitment
Communication
Diversity
Motivation
Learning Culture
Feedback and Reinforcement
Performance Communication
"Followership"

"You can only get so much more productivity out of reorganization and automation. Where you really get productivity leaps is in the hearts and minds of people."

James Baughman, General Electric

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Thank you!

Lynne Finn
Campus Services Associate Director
University of Iowa Facilities Management