



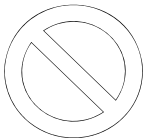
MANAGING STAFF RELATIONS

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

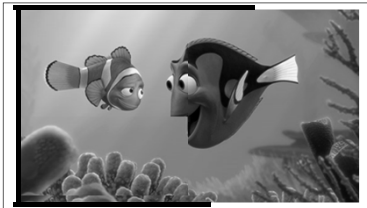
MANAGING STAFF RELATIONS

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**



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MANAGING STAFF RELATIONS

"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."

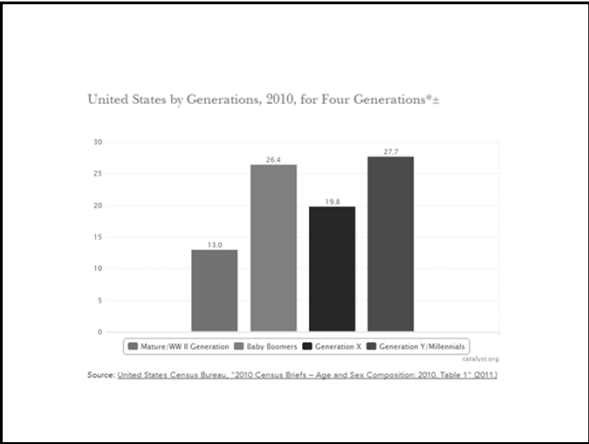
James Baughman, General Electric

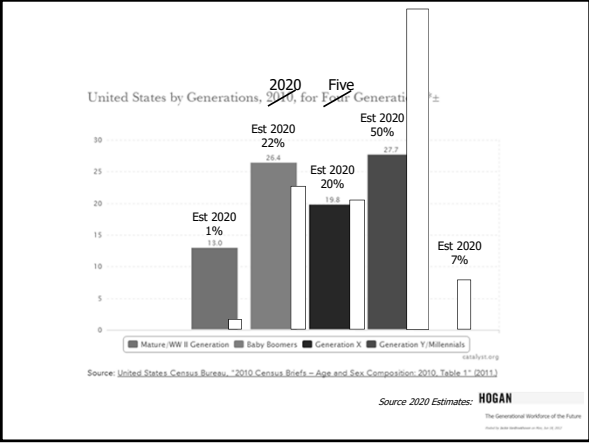
MANAGING STAFF RELATIONS

Generations in the work place

| | |
|------------------|---|
| (1900-1945) | Traditionalists |
| (1946-1964) | Baby Boomers |
| (1965-1980) | 13 th Generation or Generation X |
| (1981-1999) | Millennial Generation or Generation Y |
| (?1990? -?2020?) | Homeland Generation or Generation Z |

*Coming Soon!
Five Generations*





MANAGING STAFF RELATIONS

| On..... | They Say: |
|--|---------------------------|
| Career Goals: 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

| On..... Training: | They Say: |
|--------------------------------|---|
| Traditionalists (1900-1945) | "I learned it the hard way; you can too!" |
| Baby Boomers (1946-1964) | "Train 'em too much and they'll leave" |
| Generation X (1965-1980) | "The more they learn, the more they stay" |
| Millennials (Y) (1981-1999) | "Continuous learning is a way of life" |

MANAGING STAFF RELATIONS

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| Generation Z | ??? |

*Coming Soon!
Five Generations*

Lessons from Nemo

Build a Good Team



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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



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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

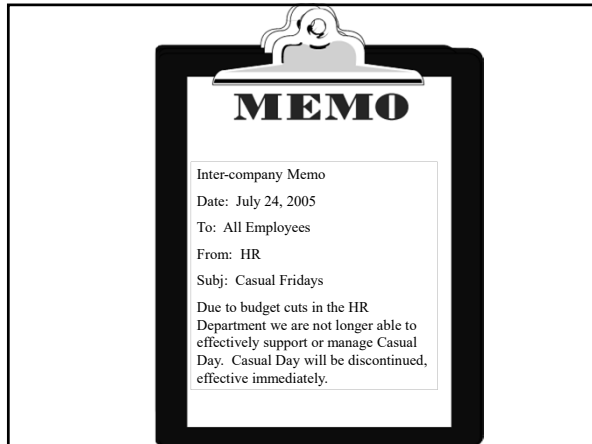
BUT

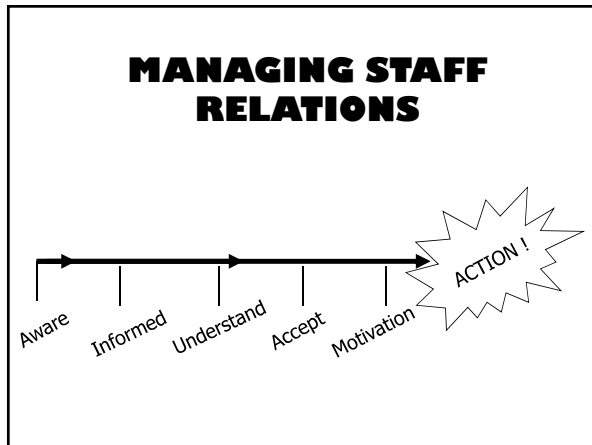
with a high degree of human interaction

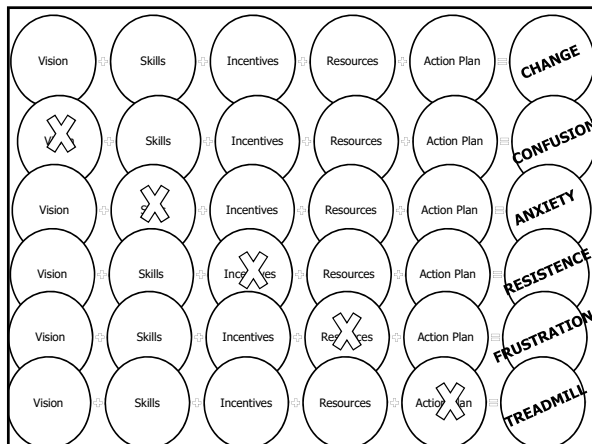
We need the correct answers instantaneously

BUT ...

the question is always changing







Lessons from Nemo

Just Keep Swimming



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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



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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

| | Example | Value to Individual | Under the Deliverer's Control | Immediately Available | Reusable | Cost to the Organization |
|--|--|---------------------|-------------------------------|-----------------------|---------------|--------------------------|
| Economic \$\$ \$\$ | Salary increase, bonus | High | Perhaps | Usually Not | Yes | High |
| Economic but non-\$\$ | Trips, dinner certificates | High | Perhaps | Sometimes | Yes | Usually High |
| Tangible but non-economic | Plaque, award, parking spot | High | Usually | Sometimes | Yes | Medium |
| Intangible and non-economic <i>Thank!</i> | Praise with a smile, thank you note, news item | High | Yes | Yes | Almost Always | Very Low |

Lessons from Nemo

How to have those difficult conversations



3 40:41

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!

Lessons from Nemo

**How many leaders are there
in a school of fish?**



3 41:30

MANAGING STAFF RELATIONS

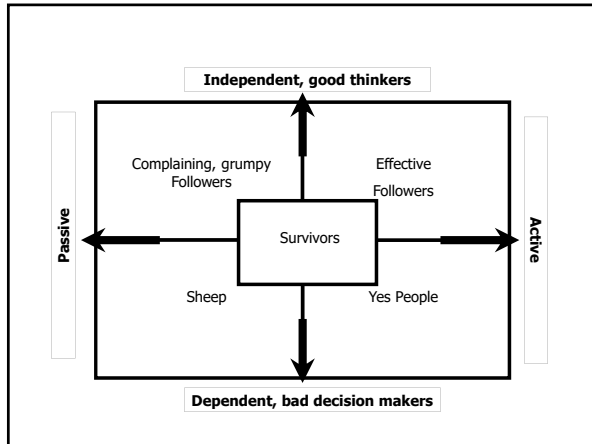
Followership

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



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



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MANAGING STAFF RELATIONS

Topics to consider – Ideas to Ponder

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- Motivation
- Learning Culture

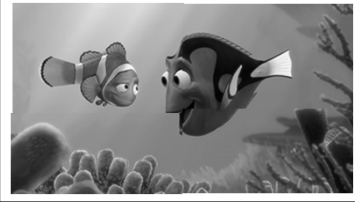


- Feedback and Reinforcement
- Performance Communication
- "Followership"

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MANAGING STAFF RELATIONS



Thank you!



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