

## **Failing to Train Supervisors can be Perilous!**

According to a 2002 study by Hewitt Associates LLC, all of the top 20 companies surveyed (whose rankings were based on factors such as net income and company reputation) had formal leadership development programs for supervisors, as compared to 76% of companies overall.

“Dumping Novice supervisors into uncharted waters can prove to be disastrous; toss them a lifeline with timely effective training said Kathryn Tyler in a special report on Training & Development in the February 2003 HR Magazine (The Business of People).

According to Kathryn’s article: Training (new and old) supervisors has a positive effect on all of the supervisor’s staff and produces more bottom-line results than the supervisor can possibly accomplish as an individual performer. The time and money needed for such training is returned many-fold.

### **Upcoming Training Programs in Maine for Supervisors: Four Programs being held in Portland – Augusta – Presque Isle!**

These four highly pragmatic, intensive, six-hour programs will help supervisors gain a much better perspective on the impact and potential of their work. These training programs with emphasize practical skills and methods that supervisors will be able to use immediately to improve their effectiveness in communication, in working with people, and in applying basic management tools.

#### **PORTLAND in JUNE**

*Basic Supervisory Skills &  
Advanced Supervisory Skills*

#### **AUGUSTA & PRESQUE ISLE in MAY**

*“Supervising for Success”*

**See Flyers Enclosed for Further Details and Registration Information**

### **DO YOU ANNUALLY COMPLETE ANY ONE (OR ALL) OF THE FOLLOWING REPORTS?**

**EEO-1**

**Equal Opportunity (EO) Survey**

**Affirmative Action Program (AAP)**

Effective January 1, 2003, you must comply by collecting and reporting new race and ethnicity categories:

Every individual will fall into one or more of these five race categories:

- White
- Black or African American
- Asian
- Native Hawaiian or Other Pacific Islander
- American Indian or Alaska Native

And one of the following ethnic categories:

- Hispanic or Latino
- Not Hispanic or Latino

The major changes reflected in these new categories are:

1. The old Asian/Pacific Islander category has been split into two new categories: Asian, and Native Hawaiian or Other Pacific Islander.
  2. Information on ethnicity is to be collected by employers as a separate question, and not as a race category as has commonly been done.
- ★ Have you revised your self-identification forms provided to applicants?
  - ★ Have you resurveyed your current employees to provide them with an opportunity to self-identify under the new race/ethnicity scheme?
  - ★ Do you realize that if employees and/or applicants do not choose to self-identify their race and/or ethnicity, the employer will have to make a selection on their behalf?

***“Most senior managers and line managers don’t recognize the incredible cost of conflict to organizations,”***

– Stewart Levine, author of *Getting to Resolution: Turning Conflict into Collaboration*.

## **Conflict Resolution Training Helps Employees and Managers Defuse Skirmishes**

When Fernando Costa became divisional manufacturing manager at MM Kembla Products in Kembla, Australia, relationships between management, supervisory and shop floor personnel had broken down, and interactions often resulted in confrontation. “Dialogues were non-existent and threats were the acceptable way of putting a position forward. The company decided to offer conflict resolution training, and, two years later, the benefits are evident. There is a total change in the way people talk to each other today,” Costa says. Union representatives no longer use abusive language to intimidate management, and management addresses problems more effectively, using the conflict resolution techniques they learned. Employees can resolve many issues without involving senior management, and without increasing tensions on the floor. Being trained in conflict resolution programs can defuse problems before they escalate, as well as improve employee morale, increase productivity, decrease absenteeism and lower turnover, proponents say. D. Gallant Management Associates conducts a program entitled “Dealing with Conflicts in the Workplace” for many of its clients with great success.

**For more information on D. Gallant Management Associates’ conflict resolution training programs, please call us at (207) 773-4800.**

## **Speaking of Pay: How managers communicate pay is as important as the amount employees receive.**

*By: Terry Satterfield, from HR Magazine March 2003*

Pay is a difficult topic of conversation in most organizations. In fact, the topic is altogether taboo in many workplaces. It simply isn’t discussed unless absolutely necessary. And, when it is necessary, such as when a pay raise (or lack of one) must be explained to an employee, many managers find themselves at a loss for words.

While it may be a touchy subject, pay is a critical factor in the work lives of employees. Jobs are accepted or rejected based in part on starting salary and the opportunity for future increases in pay. Employees compare their pay to that of others in the same line of work. They constantly compare their pay level to their level of contribution, trying to determine whether the ratio of give and receive is a fair one. While it may not be a frequent topic of open discussion, employees think about pay often.

Research has shown that pay satisfaction increase with understanding of the pay scheme.

Discussions about pay do not have to be awkward. Rather than a taboo, pay can be addressed in an upfront manner if managers do their homework, get prepared and go into the discussion with the confidence that comes from knowledge.

Pay discussions should deal with specifics. In preparing for the discussion, the manager must remember that pay is relative and nothing can be assumed about the employee’s response. The purpose of the particular aspect of pay being addressed is important, and the manager must be able to discuss the issue in the context of the organization’s pay philosophy. Finally the many faces of reward in the workplace cannot be overlooked.

If managers follow these guidelines, their pay-related communication with employees will result in clarity and respect. In addition they will avoid the misunderstanding and resentment that results from avoiding this critical issue.

## **LAWS PROTECT MILITARY RESERVISTS**

***Federal Law requires that military reservists and members of the National Guard who are called up for active duty are not disadvantaged by their service according to the U.S. Department of Labor***

Companies are required to consider the period of an employee’s military service as covered service as it relates to eligibility, vesting and benefit accrual purposes and 401 (k)s, according to the Uniformed Services Employment and Reemployment Rights Act of 1994. That act, as well as COBRA, also requires employers to continue healthcare coverage for reservists and their dependants for up to 18 months. The military leave also counts as time worked under the Family and Medical Leave Act, according to a DOL memorandum issued last summer. “Military reservists should have confidence that while they are serving their country in active duty, their job pension and health benefits will continue for their families,” says Secretary of Labor Elaine L. Chao.

The DOL offers more information on its website at [www.dol.gov/pwba](http://www.dol.gov/pwba)