

FINAL RECOMMENDATION

Recommendation of the Action Plan Team: Staff Development

Statement of Issue #4-36: R-124

Summary: R-124 – Ensure that management continues to demonstrate commitment to these processes and continually measure outcomes.

Recommendation: With regards to staff, USFA senior management should continue to encourage staff to utilize the processes in place to resolve conflicts. In regards to contract instructors, please refer to Recommendations 110 and 110a.

Background: Resolution of conflicts in an on-going process that must be taken seriously to avoid an escalation of the matter. Management at all levels has a duty and a responsibility for resolving conflicts in their earliest stages. If this is not done, productivity suffers.

Conclusion: Conflict resolution is an important element of maintaining a productive work force. If conflicts are not dealt with promptly, they tend to grow, making them more difficult to resolve. If there is a conflict or question that might result in a conflict, staff has the duty and responsibility to bring it to management for clarification or resolution. Management must be given the opportunity to resolve such conflicts.

Submitted by:

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APPROVE/Date

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