

Tab F

Conflict Management

Conflict Management

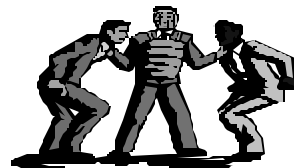
- Many causes
 - You matter to them
 - Conflicts of interest at the heart of many
 - Context
 - Miscommunication
 - 55% info. non-verbal
 - 38% tone, pitch, etc.
 - only 7% content
- Inevitable



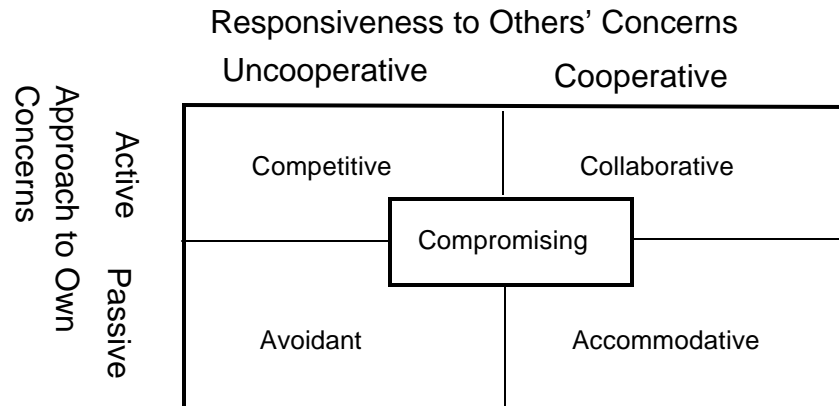
- Why we care
 - Another tool to facilitate voluntary compliance
 - Safety

Techniques for Managing Conflict

- Listen better
 - For content, and feelings (which you let them ventilate)
- Focus on the present and the future
 - Neither of you has the power to change the past
- Adopt a problem-orientation
 - Don't "stake out a position," focus instead on working to address the problem
- Minimize competition
 - Tap into their altruism, emphasize that it's not personal,
- Provide productive criticism
 - strategic, protective of self-esteem, timed well, improvement-oriented, interactive, flexible, helpfulness
- Be aware of conflict styles

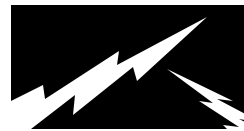


Thomas-Kilmann Conflict Styles



Risk Factors

- Historical
 - previous violence
 - violence at an early age
 - unstable relationships
 - spotty work history
 - substance abuse
 - mental illness
- Current
 - symptoms of mental illness
 - “bad attitude”
 - impulsive behavior
 - using drugs/ alcohol
 - under stress



The best predictor of future behavior is past behavior.

Safety Tips for Inspectors/Compliance Officers

- Emergency phone numbers in your wallet or day planner
- Identify and introduce yourself in a professional manner
- Avoid isolated areas and hostile situations

Safety Tips (continued)

- Prepare a written “Plan of Action” for anticipated complex or dangerous situations
- Contact local or State Police if aware in advance of a potentially dangerous situation

Safety Tips (continued)

- Leave a dangerous situation if it can not be defused and contact your supervisor for guidance
- If you are asked to LEAVE, to not return until a plan with appropriate backup is arranged

Safety Tips (continued)

- Assess the situation you are in for other dangers
- When delivering a previously refused subpoenas or certified letters, always have another compliance officer or Agency official with you

Safety Tips (continued)

- If conducting covert surveillance or “raids”, contact police to alert them of unmarked vehicles

Safety Tips (continued)

- Contact local, county and State Police and discuss our mission and need for prompt assistance when potentially dangerous situations exist

Situational Planning

1 Position of Advantage (Self-initiated/Proactive)

- Involves the officer using whatever his/her training, experience or the situation provides that can be used to the officer's advantage to successfully handle a situation and enhance regulator safety.

Situational Planning

2 Threat Perception/Assessment (Decision Making)

- Is a continuous process to identify and assess potential threats and aids in decision making to determine a proper response.

Situational Planning

3 Response (Action)

- This is the regulator's action or response based on their assessment of the situation.

Situational Planning

4 Evaluation (Follow Through)

- This is a re-evaluation of the situation.
Determine if the actions were effective and/or what further actions are appropriate.
Is the situation under control? Am I OK? What should I be doing NOW?

Site Activity

- Scenario: Work in groups of 4-6.
- Discuss situations where you might encounter conflict and use some of the concepts of this section to identify a strategy to resolve or manage it. Feel free to use the following two scenarios if they pertain to your job.
- Discuss how you would handle the situation.
- Feel free to role play the part of inspector and operator and apply your knowledge.
- Have fun!

Scenario #1

- You are a local health department inspector and have to conduct a routine inspection of a restaurant. You discover that some of the potentially hazardous foods that were pre-prepared the evening before have not cooled down sufficiently. You estimate that the foods have been in the danger zone for at least 9 hours, which is more than enough time to cause food borne illness. You recognize that the foods are not fit for human consumption and must be discarded. How do you approach the owner? How do you get him to willfully comply?

Scenario #2

- You are a USDA compliance officer and have been asked to visit a meat processing plant to conduct an investigation into claims that the plant is not following its HACCP plan. At your office, you check the inspection records of the facility and notice that the facility was closed down twice in the last year for unsanitary conditions. You also see some notes in the file, which indicate an uncooperative and almost hostile plant manager. How do you prepare for this visit? How will you conduct yourself when you arrive?