FERMILAB MANAGEMENT PRACTICES SEMINAR

The Fermilab Management Practices Seminar (FMP) provides new supervisors and managers with the essential tools for effective leadership and management. It also provides experienced supervisors and managers with the opportunity to update and renew their management skills.

The seminar includes:

- an overview of current employment and human resource laws
- how to select and interview candidates for employment using behavioral interviewing techniques
- how to implement the performance management cycle from goal setting to performance review
- an overview of the key functions that support supervisors and managers.

FMP consists of six courses:

- Managing within the Law
- Job Descriptions and Employment
- Behavioral Interviewing
- Interaction Management
- Performance Review
- Fermilab Functions

These courses are presented in one-day segments (8:30 a.m. to 4:30 p.m.) over a period of eight weeks with the exceptions of *Job Descriptions and Employment* and *Fermilab Functions* which are *half-day courses*.

FMP COURSE DESCRIPTIONS

1. MANAGING WITHIN THE LAW

Objectives: To understand employees' rights and managers' responsibilities under the law; to develop skills and learn best practices for managing employees within the law; and to learn when to seek assistance from Employee Relations.

Course Content: EEO laws, fair employment practices, harassment prevention, performance management, FMLA, ADA and FLSA.

2. JOB DESCRIPTIONS AND EMPLOYMENT

Objectives: To identify the purpose and elements of job descriptions; to understand how job descriptions are developed, evaluated and used. To understand the process used in hiring a new employee.

Course Content: Learn how:

- HR Compensation develops and uses job descriptions
- HR Employment helps managers to identify, select and place new employees through: recruitment, client engagement meetings, the interview process, job offer process, new hire orientation and initial employment period.

3. BEHAVIORAL INTERVIEWING

Objective: To hire new employees who have a high probability of success by using behavioral interviewing techniques.

Course Content: Learn how to:

- Identify and reduce bias and error in the selection process
- Plan a selection strategy
- Identify the skills needed for the job
- Formulate questions based on those skills
- Conduct a structured, legally defensible, behaviorally-based interview to gain information about job skills
- Make selection decisions by rating candidate skills.

4. INTERACTION MANAGEMENT

Objective: To learn the key principles, essential skills and discussion guidelines for employee feedback and coaching that support effective performance management.

Course Content:

- *Core Skills for Building Commitment:* Learn interaction skills that help you achieve critical goals and objectives; understand how feedback can be an effective leadership tool; practice interaction skills and receive feedback.

- *Coaching for Success*: Learn how to coach employees for success by recognizing opportunities to build your work group's knowledge, skills and confidence. Learn the elements of ongoing coaching – observing

performance and measuring results, and providing timely feedback and support.

- ▪ *Coaching for Performance Improvement*: Learn how to give specific, balanced feedback to employees who need to improve performance using the STAR technique. Learn how to conduct performance improvement discussions using a step-by-step approach.

- ▪ *Managing Performance Problems*: Learn how to coach employees who have chronic performance problems and how Fermilab policies and procedures can assist you in this process.

5. PERFORMANCE REVIEW

Objective: To learn the elements of an effective two-way performance review discussion.

Course Content:
- ▪ What works/what doesn't work
- ▪ Preparing for the discussion
- ▪ Practicing communication skills to encourage two-way communication
- ▪ Ensuring a fair review
- ▪ Handling difficult situations
- ▪ Documenting the performance review form and assigning the rating.

6. FERMILAB FUNCTIONS

Objectives: To learn about the roles and responsibilities of key support functions and to identify your complementary role and responsibilities as a manager or supervisor.

Course Content: Compensation, Employment, ES&H/Medical, EAP, Site Security, Computer Security, Procurement, Budgeting, Audit, and Project Management.