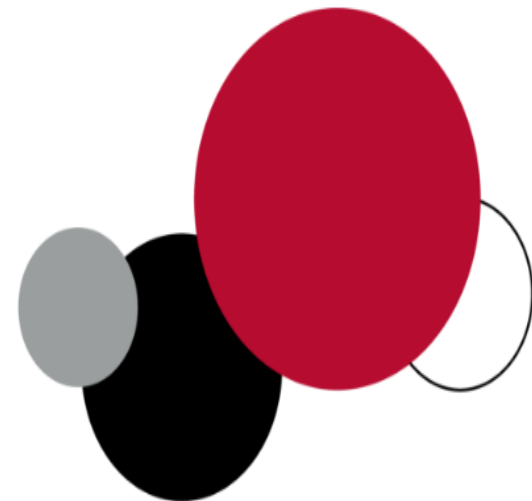


University Human Resources Workforce Engagement

Human Resources and Conflict Management Case Studies

September 26, 2023

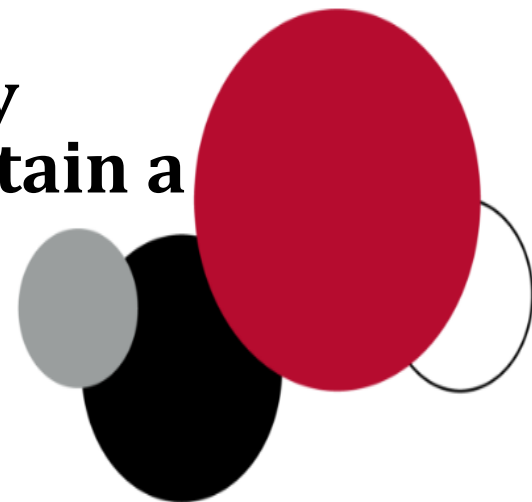
Tracey O'Malley
Director, Workforce Engagement
University Human Resources



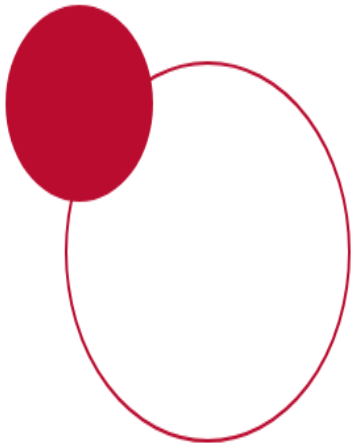


Workforce Engagement

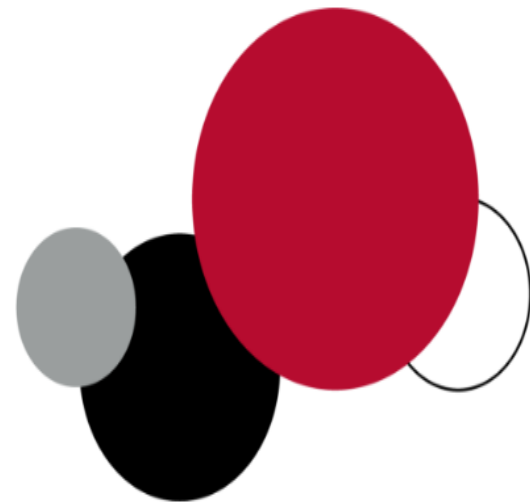
- **Source of information and guidance on UGA Administrative Policies and Procedures for subordinates and supervisors.**
- **Facilitate the fair treatment and resolution of workplace interests and concerns.**
- **Assist members of the University community to develop and maintain a positive work environment.**



What Is Conflict?



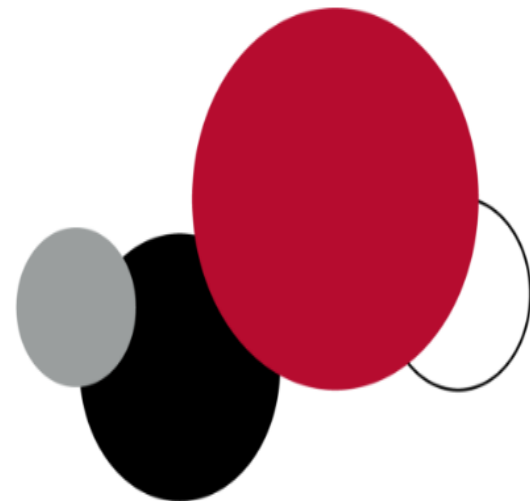
A form of competition between perceived or actual incompatible needs, goals, desires, ideas or resources.





The Playing Field

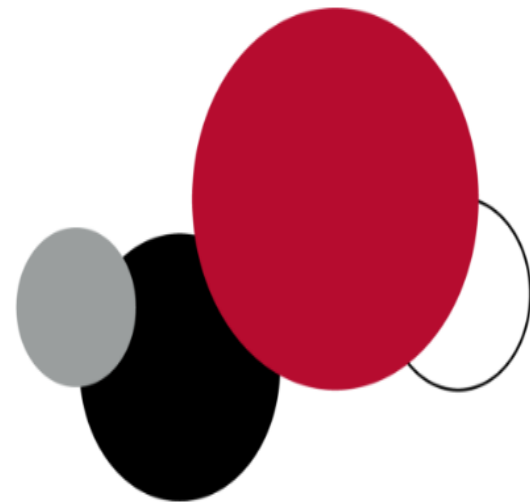
- **Reality**
 - You are an agent of the institution/organization
- **Expectations/Goals**
 - Internal/external
- **The Stakeholders**
 - Management, faculty, staff, and students
- **Policies / Procedures**
 - Law (federal & state)
 - Board of Regents
 - University of Georgia
 - School/Department





Conflict Triage

- **Conflict is context driven**
 - Move from “what’s wanted” to “why?”
- **Ask *So What?* – Get to the roots**
- **Don’t feed into the emotion of the conflict**
 - When emotions are high, reasoning is low.
- **Don’t take it personally**

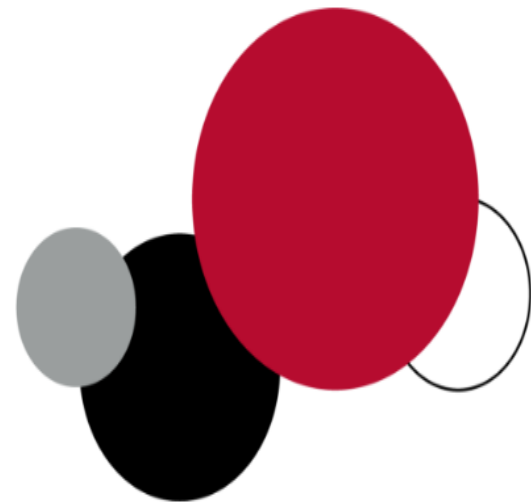




Know Yourself

Are you the problem?

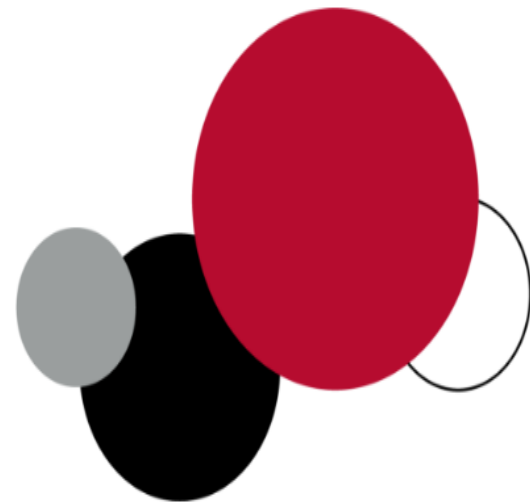
- **Expectations / Reasonable**
- **Goals**
- **Needs**
- **Prejudices / Tendencies**
- **Be the supervisor**





Workforce Engagement

Conflict Scenarios

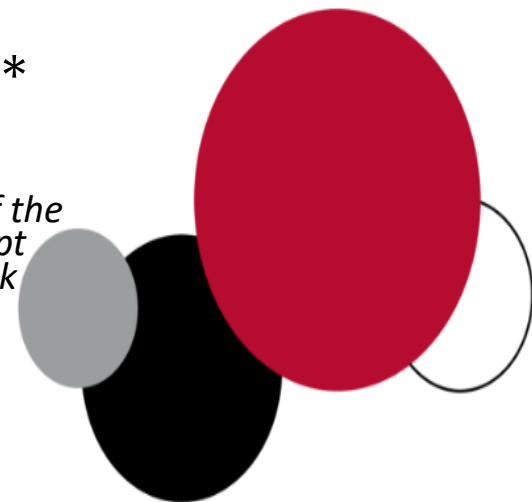




Case Study

You are a new department head in a mid-sized department and you are having trouble with underperforming staff in your departmental office. You have an “exempt” employee who routinely comes in 20-30 minutes late, and another individual who simply makes repeated mistakes in routine tasks. The former department head has warned you that the individual prone to mistakes is extremely good at deflecting criticism. For example, at the slightest hint of a reprimand he will probably accuse you of harassment and discrimination and threaten to get an attorney. *

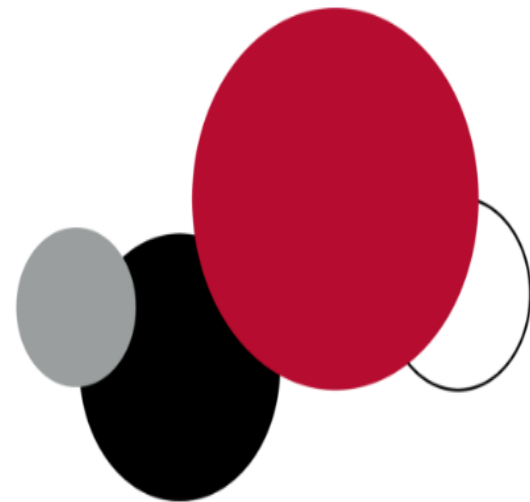
**(Note: “exempt” employees are by definition exempt from the provisions of the Fair Labor Standards Act; in the context of this case study, think of the exempt employee as a salaried professional who does not need to punch a time clock while at work.)*



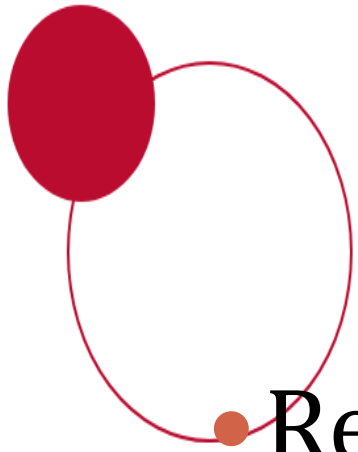


Case Study

One of your faculty members is arrested over the weekend.



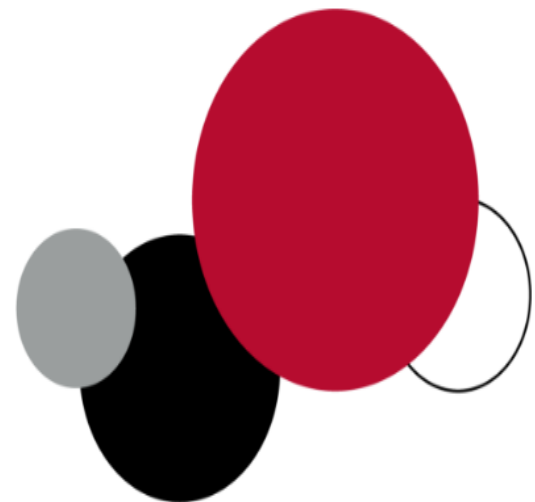
The Golden Rule



• Respect

• Honesty

• Trust





Workforce Engagement

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