

## Personnel Management Reflection

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### Outcomes

**PeM-01.** Demonstrate familiarity with general personnel management principles and techniques, including the keys to being a successful manager.

**PeM-02.** Demonstrate familiarity with the importance of setting clear expectations and some of the tools, such as MBO, used for goal setting.

**PeM-03.** Demonstrate familiarity with the importance of praise and its effects on employee performance.

**PeM-04.** Demonstrate familiarity with best practices for how to work with staff, including the importance of the elements of working with each individual on a one-on-one basis.

**PeM-05.** Demonstrate familiarity with the concepts of Learning Organizations.

**PeM-06.** Demonstrate familiarity with the 5 disciplines: Systems Thinking, Personal Mastery, Mental Models, Shared Vision, and Team Learning.

**PeM-07.** Demonstrate a working knowledge of the distinction between leadership and management with emphasis on management.

**PeM-08.** Demonstrate a working knowledge of good hiring practices, including the importance of talents and how best to leverage the interview process.

**PeM-09.** Apply skills learned to write interview questions.

**PeM-10.** Demonstrate a working knowledge of the issues and legalities involved with hiring and recruitment of staff in a K-12 organization.

**PeM-11.** Demonstrate a working knowledge of the requirements for employee orientation and familiarization activities.

**PeM-12.** Demonstrate a working knowledge with recommended practices for the documentation and remediation of unsatisfactory employee performance.

### Context

I manage 8 unique individuals that are very autonomous and have contact with District Administration as a core part of their job responsibilities. Each team member is a subject

matter expert in a different area of technology used in school business. Their duties are project based. The team has a wide variety of job responsibilities and it takes a diverse cohesive team to cover all the requirements. The group must be managed by creating clear goals and evaluating performance based on results.

### **Artifact**

The artifacts presented are progressive discipline documents demonstrating the FRISK framework.

### **Reflection**

The seminar was very informative. Even though I had received FRISK training in the past, as many of the participants had, there was new material about framing the FRISK message and delivering. The combination of Sue as a HR Administrator and Lorrie as an IT manager delivering the message was very powerful and underline the importance of partnership with HR. When I first began managing we always were focused on improving the deficits of employees; focusing on what they did worst. The information provided about the work of Jim Asplund and Nikki Blacksmith was very helpful. They promote Strenths-Based Development Work. Working with my seasoned and diverse group this is definitely a better option and I think it will help me bring out the best in them. I also intend to investigate the Clifton Strengths Finder at [www.strengthstest.com](http://www.strengthstest.com) and may use it as a future team exercise.

We don't hire people every year; hopefully our attrition rate is low. But that gives managers infrequent experience with the hiring process. It was very helpful to go through the hiring process in detail with two experienced veterans. The discussion of social media was new to me and brought up some points I had not considered such as even checking someone's digital footprint as part of the consideration process. With my team's outward facing roll I think it is important to check their digital footprint before committing to an offer. I feel better prepared to navigate and avoid unreliable information or discriminatory practices.

Unfortunately, or fortunately, depending on your point of view, I participated in this class right before I had to move farther into the disciplinary process with someone than I ever had during my work in school business. From the knowledge and review I received in this class I felt very prepared for the task.