

Running Head: Conflict Resolution Practices for the 21st Century

Conflict Resolution Practice for the 21st Century in the Federal Workforce
Maryland University Project Management Symposium 2018 Conference Paper

By

Pamela Davis-Ghavami

Research Conflict Resolution Practices in the Federal Workplace

10957 Bucknell Drive

Silver Spring, MD 20902

Telephone: 240-481-2094

Email: pdghavami@aol.com

Abstract

Federal organizations hire individuals of all generations, beliefs and backgrounds. Understanding and having the necessary skills to practice conflict management strategies effectively is critical today more than ever. Whether operating as a program or project manager, team leader, team member or stakeholder in the workplace, having the skills to take conflict in stride and resolve differences in ways that build trust and confidence is not happening enough. This gap in knowledge creates an environment of disgruntled employees, high turnover, resentment, antagonism, and hostility. At a time when budget cuts are at an all-time high managing conflict constructively is a skill all employees need to master and organizations must take notice.

This research will address the basic strategies and skills to manage conflict. This research will also address how many federal agencies in the DC metro area that purposefully use these practices. This researched information is also presented with the hopes that more organizations will seriously consider making conflict management training a core competency for all employees not just for Senior Executives, Managers and Team Leads. There is a great need to develop conflict literacy, measuring conflict styles, building conflict management skills which involves top management, and using conflict focused team building and interventions for practical application in the workforce.

Table of Contents

Abstract.....	2
Table of Contents.....	3
Introduction	4
Types of Conflict in the Workplace.....	5
Conflict styles defined and when to apply them	7
Causes of Conflict in the workplace and how to recognize them	13
Signs of bullying, mobbing and harassment in the workplace	19
Federal Governments Conflict Resolution Best Practices	27
Office of Personnel Management (OPM) Core Competency Guidance.....	30
Alternative Dispute Resolution Programs in the Federal Sector.....	35
HR University Conflict Management Training Resources	36
Project Management Institute PMBOK 5 th Edition Conflict Resolution Techniques.....	41
Conclusion.....	45
References.....	47
Appendix A	32
Appendix B.....	33
Appendix C.....	34
Appendix D	32
Appendix E.....	33
Appendix F.....	34

Introduction

Federal organizations spend thousands of dollars on job specific training for federal employees. Depending on the amount of funds available for training or the specific job series, some employees may receive conflict management training and others may not. The federal government can impose mandatory training for all federal employees. The Office of Personnel Management (OPM) currently enforces mandatory training for the following subject matters: “ethics; contracting officer requirements; document management; computer security and telework.” (OPM, 2018) Several federal agencies have also created their own learning portals. These learning portals allow federal employees to complete their training online at their desk or while teleworking. This allows federal managers to track mandatory training requirements in a timely fashion for thousands of employees each year or bi-annually.

In my opinion, conflict management training needs to be mandatory. All federal employees should take conflict management workshops, webinars and perform role play exercises yearly or bi-annually. Federal employees need to learn and understand their own conflict management style and know when to use another conflict style based on any given situation. This document will discuss the types of conflict that exist in the workplace, the conflict styles and why the federal workforce needs to purposefully build these skills in all employees. Examples of the advantages and disadvantages to each of these conflict styles will also be described. The source and cause of conflict in the workplace will be discussed and information will be provided to help recognize the signs of a toxic workplace and how an employee can become a target for bullying.

Regular conflict management training will provide critical skill necessary to build trust in the workplace and a sense of community. Employees need to be empowered to fully utilize their conflict management skills, communication skills, listening skills and emotional intelligence. Organizations that embrace these skills will create a work culture that promotes a win-win scenario versus win-lose, lose-win or lose-lose. Emotional intelligence training will help employees develop empathy as they seek to understand the perspective of their peers while in conflict. When employees have these skills they will be able to optimize working relationships with their colleagues in the workplace regardless of their disagreements. Some workplace conflicts are created by conscious and unconscious biases. Dealing with difficult people and having difficult conversations can escalate conflicts without the proper conflict management skills.

This document will share research that illustrates what the federal government has accomplished to support conflict management training for all employees and ideas to advance competent conflict skills for the 21st Century. When these type of tools and techniques are provided in the workplace often, employees can navigate through these situations with confidence and maintain optimal work performance. The organization’s that prioritize conflict management literacy for their organization will be able to reduce issues with high turnover, grievances, legal arbitration, and unforeseen employee retaliations that could be deadly. All federal agencies follow the OPM core competencies model for senior level federal positions and conflict management training is required for technical supervisory level.

The Types of Conflict in the Workplace

Conflict continues to escalate in the workplace and impact people personally, and professionally. Poor working relationships can cause a great deal of harm to an employee and the organization. “According to Flanagan and Ruden (2008), research over the past fifteen years has determined that there are two essential types of conflict in organizations: task conflict and relationship conflict. “Task conflict concentrates on how to resolve problems caused by differences in viewpoints, ideas and opinions. Researchers have discovered that conflict can result in innovation, creativity and improved decision-making processes. It is another way to acknowledge conflict in a positive light because you are focused on the task not the people.” (J. H. Lim and R. Yazdanifard, 2012, p. 3)

The second type of conflict is known as relationship conflict. Examples of relationship conflict are disagreements about values, personal or family norms, or about personal taste. People refer to relationship conflict in negative terms. There is a reason why people always use negative words to describe relationship conflict. This is because most people are often involved in relationship conflict with their family, friends, co-workers or bosses. “Relationship conflict could lower the productivity and motivation amongst the parties involved. Poor communication between team members can lead to wrong choices and poor decisions. Team members may be inclined to agree to a decision without thinking of the impact and quality of implementation to avoid conflict.” (J. H. Lim and R. Yazdanifard, 2012, p. 3)

Conflict in the workplace can also be broken down further and classified into the following four types:

- **“Interpersonal conflict** refers to a conflict between two individuals. This occurs typically due to how people are different from one another. We have varied personalities which usually results to incompatible choices and opinions. Apparently, it is a natural occurrence which can eventually help in personal growth or developing your relationships with others. In addition, coming up with adjustments is necessary for managing this type of conflict. However, when interpersonal conflict gets too destructive, calling in a mediator would help so as to have it resolved.
- **Intrapersonal conflict** occurs within an individual. The experience takes place in the person’s mind. Hence, it is a type of conflict that is psychological involving the individual’s thoughts, values, principles and emotions. Interpersonal conflict may come in different scales, from the simpler mundane ones like deciding whether or not to go organic for lunch to ones that can affect major decisions such as choosing a career path. Furthermore, this type of conflict can be quite difficult to handle if you find it hard to decipher your inner struggles. It leads to restlessness and uneasiness, or can even cause depression. In such occasions, it would be best to seek a way to let go of the anxiety through communicating with other people. Eventually, when you find yourself out of the situation, you can become more empowered as a person. Thus, the experience evoked a positive change which will help you in your own personal growth.

- **Intragroup conflict** is a type of conflict that happens among individuals within a team. The incompatibilities and misunderstandings among these individuals lead to an intragroup conflict. It arises from interpersonal disagreements (e.g. team members have different personalities which may lead to tension) or differences in views and ideas (e.g. in a presentation, members of the team might find the notions presented by the one presiding to be erroneous due to their differences in opinion). Within a team, conflict can be helpful in coming up with decisions which will eventually allow them to reach their objectives as a team. However, if the degree of conflict disrupts harmony among the members, then some serious guidance from a different party will be needed for it to be settled.
- **Intergroup conflict** takes place when a misunderstanding arises among different teams within an organization. For instance, the sales department of an organization can come in conflict with the customer support department. This is due to the varied sets of goals and interests of these different groups. In addition, competition also contributes for intergroup conflict to arise. There are other factors which fuel this type of conflict. Some of these factors may include a rivalry in resources or the boundaries set by a group to others which establishes their own identity as a team.” (Green, 2017)

Conflict may seem to be a problem to some, but this isn't how conflict should be perceived. On the other hand, it is an opportunity for growth and can be an effective means of opening up among groups or individuals. However, when conflict begins to draw back productivity and gives way to more conflicts, then conflict management would be needed to come up with a resolution.

Conflict styles explained and when to use them

According to the Foundation of Coalition Jeffery Froyd, “physiologically we respond to conflict in one of two ways we want to “get away from the conflict” or we are ready to “take on anyone who comes our way.” Think for a moment about when you are in conflict. Do you want to leave or do you want to fight when a conflict presents itself? Neither physiological response is good nor bad it's a personal response. What is important to learn, regardless of our initial physiological response to conflict, is that we should intentionally choose our response to conflict. Whether we feel like we want to fight or flee when a conflict arises, we can deliberately choose a conflict mode. By consciously choosing a conflict mode instead of to conflict, we are more likely to productively contribute to solving the problem at hand.” (Froyd, 2018)

The conflict style a person has is not always known by an employee or their peers. Unless they have had conflict management training they will primarily be operating with the conflict style they developed from their parents, siblings or extended family members. Assessment instruments or tests developed to uncover a thinking pattern is useful to make employees self-aware of how they may respond to conflicts in the workplace. Self-awareness is critical for anyone to understand why they respond to conflict in a particular fashion. This skill is necessary to understand why you feel angry, sad, afraid, physically sick or even hostile toward another person in the workplace when dealing with conflict. These emotions are triggers that

help give insight to your true feelings and what matters most to you. Responding the wrong way while in conflict can prevent proper communication which ultimately can develop into unresolved conflict. The consequences of unresolved conflict can impact job satisfaction, performance and employee loyalty to the organization. Conflict management skills will help employees develop a proactive plan to control these emotional triggers that may cause them to be unproductive while at work.

Emotional triggers teach us about ourselves and creates the opportunity to prepare a communication strategy that relates to the most appropriate conflict style when emotional triggers are evoked. Each individual has the responsibility to figure out where these emotions come from and how to handle them in a constructive manner. Recognizing conflict types and the other person's conflict style you are in conflict with will also give employees an advantage in applying the most appropriate conflict resolution strategy. Depending on an employee's intentions in a given situation, the behavior of conflicting parties can range from full cooperation to complete confrontation.

The Thomas-Kilmann Conflict Mode Instrument (TKI) is a widely used assessment for determining conflict modes. The assessment takes less than fifteen minutes to complete and yields conflict scores in the areas of avoiding, competing, compromising, accommodating, and collaborating. (Floyd, 2018). Each of the conflict modes can be characterized by two scales: assertiveness and cooperation. None of these modes is wrong to use, but there are right and wrong times to use each. The following selections describe the five modes:

“The *competing* conflict mode is high assertiveness and low cooperation. Times when the competing mode is appropriate are when quick action needs to be taken, when unpopular decisions need to be made, when vital issues must be handled, or when one is protecting self-interests.

The *avoiding* mode is low assertiveness and low cooperation. Many times people will avoid conflicts out of fear of engaging in a conflict or because they do not have confidence in their conflict management skills. Times when the avoiding mode is appropriate are when you have issues of low importance, to reduce tensions, to buy some time, or when you are in a position of lower power.

The *accommodating* mode is low assertiveness and high cooperation. Times when the accommodating mode is appropriate are to show reasonableness, develop performance, create good will, or keep peace. Some people use the accommodating mode when the issue or outcome is of low importance to them.

The accommodating mode can be problematic when one uses the mode to “keep a tally” or to be a martyr. For example, if you keep a list of the number of times you have accommodated someone and then you expect that person to realize, without your communicating to the person, that she/he should now accommodate you.

The *compromising* mode is moderate assertiveness and moderate cooperation. Some people define compromise as “giving up more than you want,” while others see compromise as both parties winning.

Times when the compromising mode is appropriate are when you are dealing with issues of moderate importance, when you have equal power status, or when you have a strong commitment for resolution. Compromising mode can also be used as a temporary solution when there are time constraints.

The *collaborating* mode is high assertiveness and high cooperation. Collaboration has been described as “putting an idea on top of an idea on top of an idea...in order to achieve the best solution to a conflict.” The best solution is defined as a creative solution to the conflict that would not have been generated by a single individual. With such a positive outcome for collaboration, some people will profess that the collaboration mode is always the best conflict mode to use. However, collaborating takes a great deal of time and energy. Therefore, the collaborating mode should be used when the conflict warrants the time and energy. For example, if your team is establishing initial parameters for how to work effectively together, then using the collaborating mode could be quite useful. On the other hand, if your team is in conflict about where to go to lunch today, the time and energy necessary to collaboratively resolve the conflict is probably not beneficial.

Times when the collaborative mode is appropriate are when the conflict is important to the people who are constructing an integrative solution, when the issues are too important to compromise, when merging perspectives, when gaining commitment, when improving relationships, or when learning.” (Floyd, 2018)

In *Appendix A* the diagram's vertical axis represents assertiveness, with the lowest level at the bottom and the highest at the top. The horizontal axis represents cooperativeness, with the lowest level on the left and highest on the right. Each of the labels represents a conflict-handling style. It's interesting and useful to learn about your own individual conflict style. “The TKI was developed by Ken Thomas, PhD and Ralph Kilmann, PhD, both professors of management at the University of Pittsburgh. Inspired by the Managerial Grid Model of Blake and Mouton, the two researchers developed a neat, accessible model that people at any level in an organization could use to deal with conflict quickly and effectively. Since their early work, their model has become the leading measure of conflict-handling modes, backed up by hundreds of research studies and selling over four million copies.” (Kilmann, 2018),

Knowing your conflict style helps to improve communication when in disagreement in the workplace. Work performance depends heavily on how well managers and employees work with each other. Once communication breaks down, work performance drops along with workplace morale. When constructive conflict is enforced positive working relationships increase, work will be rewarding and the organization flourishes. “Discerning how we manage our conflict, why we manage conflict the way we do, and thinking about the value of engaging in conflict with others are important. With better understanding we can make informed choices about how we engage in conflict and when we will engage in conflict. It is important to have control when determining if we will enter into a conflict situation or not.” (Floyd, 2018)

Having a complete understanding of the advantages and disadvantages of each conflict style prepares employees in the workforce to operate in conflict constructively with choices and alternatives that creates confidence and problem solving skills. Being self-aware and empowered with the proper training increases the odds of a positive outcome when faced with conflict in the workplace. Figure 1 below provides a list of how each style could be used to for the best potential outcomes.

TKI Conflict Style Advantages and Disadvantages		
Conflict Style	Advantages	Disadvantages
Competing (High Concern for self/Low concern for others)	<ul style="list-style-type: none"> • Instrumental goals is above all others • Allows for rapid decision making 	<ul style="list-style-type: none"> • Can hurt relational and self-preserving goals • Quick conflict escalation • Avoid others
Collaborating (High Concern for self/High concern for others)	<ul style="list-style-type: none"> • Mutual satisfactions/creative solutions • High Commitment/Good for long term relationship • Enhances instrumental & relational goals 	<ul style="list-style-type: none"> • Can be fake • Requires a lot of energy • Frustrating if not reciprocated
Compromising (Moderate concern for self and others)	<ul style="list-style-type: none"> • Both parties accomplish some goals • Efficient • Reasonable • Maintains relational goals 	<ul style="list-style-type: none"> • Easy but can be counter productive • Requires sacrifice • Limits creativity
Accommodating (Low concern for self/Low concern for others)	<ul style="list-style-type: none"> • Reasonable • Avoids harm to self • Improves Relationships 	<ul style="list-style-type: none"> • Communicates a lack of power • Ignores personal goals • Sacrifices instrumental goals
Avoiding (Low concern for self/Low concern for others)	<ul style="list-style-type: none"> • Can't get goals met • Protects against harm • Appropriate for short term relationships 	<ul style="list-style-type: none"> • Seen as weak and uncaring • Abandons goals • Reinforces ideas that conflict is unnatural/damaging

Figure 1

Causes of Conflict in the workplace and how to recognize them

Conflict in the workplace is inevitable and should never be ignored. Working relationships can become very complicated when unresolved conflict festered in the work environment. When conflict is unresolved, over time, petty grievances can become long-standing antagonisms that affect other team members, the overall morale in the department and even customer satisfaction. Supervisors and managers should be trained to recognize conflict

before it gets out of hand. Employees should also be aware of the signs of conflict and address them quickly before the supervisor or manager needs to bring workers together to discuss, and resolve, areas of disagreement. When employees have the skills to recognize the conflict and which conflict style to use they can be proactive in addressing the problem. A few of the key reasons workplace conflicts occur stem from the list below:

“Poor Communication

Poor communication is one of the main causes of conflict between employees in the workplace. This can result in a difference in communication styles or a failure to communicate. For example, a manager reassigned an employee’s task to the employee’s co-worker but failed to communicate the reassignment to the employee. This may cause the employee to feel slighted, which can transform into animosity among the two employees and the manager. Failing to communicate in the workplace may cause employees to make incorrect assumptions and believe workplace gossip. Poor communication in the workplace not only causes conflict but decreases productivity and employee morale.

Difference in Personalities

A difference in personalities among employees is another cause of workplace conflict. Employees come from different backgrounds and experiences, which play a role in shaping their personalities. When employees fail to understand or accept the differences in each other's personalities, problems arise in the workplace. For example, an employee may possess a straightforward personality that results in him speaking whatever is on his mind, even if the timing is inappropriate. The employee with the straightforward personality may offend a co-worker that does not possess the same type of personality. The co-worker may feel as if the employee is rude or lacks the authority to deal with her in such a straightforward manner.

Different Values

Similar to personalities, the values of employees differ within the workplace. A difference in values is seen clearly when a generational gap is present. Young workers may possess different workplace values than older workers. The difference in values is not necessarily the cause of employee conflict in the workplace, but the failure to accept the differences is. When employees fail to accept the differences, co-workers may insult each other's character and experiences. When insults occur, the conflict intensifies until the right solution is offered and accepted.

Competition

Unhealthy workplace competition is a cause of employee conflict. Some industries foster competitive environments more than others. When salary is linked to employee production, a workplace may experience strong competition between employees. Competition that is not properly managed can result in employees sabotaging or insulting one another, which creates a hostile work environment. Unhealthy workplace competition discourages teamwork and promotes individualism.” (Green, 2018)

Signs of bullying, mobbing and harassment in the workplace

The Workplace Bullying Institute (WBI) defines bullying as repeated mistreatment of an employee, abusive conduct that can be threatening, humiliating, or intimidating of an employee, or sabotage and verbal abuse. (WBI, 2018)

Managers are positioned to prevent bullying. To do so, they must promote a culture of respect and professionalism, and model expected behaviors. They must also promote civility, kindness and decency by encouraging and rewarding employees who behave professionally. Managers who become aware of bullying must address negative behaviors immediately and discuss expectations. A focus on the behavior, not the person, is essential. Bullying should never be rewarded. A zero-tolerance policy must be enforced, and any undesirable behaviors should be addressed with human resources.

What steps should a federal employee take when directly confronting a bully?

- Protect your self-esteem.
- Assert yourself by identifying the offending behavior and insisting it stop.
- If the behavior is directed at your work or work ethic, ask to see the specific metrics you're failing to meet and for a detailed explanation of how you're falling shy of that mark.

What further steps can you take to defend yourself against a bully?

- Factually record all incidents and gather any other evidence or witnesses.
- Take your complaint to a higher authority, either in management Civil Rights office or in your Human Resources Department.
- Remain open, honest, and forthright in all of your relationships.

It's important to be able to recognize bullying, because it can have serious consequences for individuals and for the organization as a whole. Federal employees must be well informed about actions that constitute bullying to help counteract bad behaviors and to promote a healthy and supportive work environment.

Examples of bullying behavior:

Bullying can involve several types of behavior:

- taunting
- blackmail
- intimidation
- social exclusion
- physical injury
- unfair treatment
- unwelcome sexual advances
- spreading malicious rumors

- blocking training opportunities
- making threats about job security
- leaking personal or sensitive information
- unwarranted criticism or undermining the target's work

Who gets targeted by bullies at work?

“In some cases employees are targeted for reasons the instigator may or may not even know or understand. In some cases it is because you posed a "threat" to him or her. The perception of threat is entirely in his/her mind, but it is what he/she feels and believes. WBI research findings from their year 2000 study of conversations with thousands of targets have confirmed that targets appear to be the veteran and most skilled person in the workgroup. Targets are independent. They refuse to be subservient. Bullies seek to enslave targets. When targets take steps to preserve their dignity, their right to be treated with respect, bullies escalate their campaigns of hatred and intimidation to wrest control of the target's work from the target.” (WBI, 2018)

Targets are sometimes more technically skilled than their bullies. They are the "go-to" veteran workers to whom new employees turn for guidance. Insecure bosses and co-workers can't stand to share credit for the recognition of talent. Bully bosses steal credit from skilled targets. Targets are better liked, they have more social skills, and quite likely possess greater emotional intelligence. They have empathy even for their bullies. Colleagues, customers, and management with exception to the bullies and their sponsors appreciate the warmth that the targets bring to the workplace. Targets are ethical and honest. Some targets are whistleblowers who expose fraudulent practices. Every whistleblower is bullied. Targets are not schemers or slimy con artists. They tend to be guileless. The most easily exploited targets are people with personalities founded on a prosocial orientation a desire to help, heal, teach, develop, nurture others.

Targets are non-confrontative. They do not respond to aggression with aggression. They are thus morally superior. But the price paid for apparent submissiveness is that the bully can act with impunity as long as the employer also does nothing.

Signs and effects of bullying:

Targets of bullying in the workplace may experience a range of symptoms:

- stress
- anxiety
- depression
- job resignation
- physical illness
- low self-esteem
- poor job performance
- sudden changes in behavior and work habits
- absence and diminished productivity

Signs and experiences at work when being bullied:

- You attempt the obviously impossible task of doing a new job without training or time to learn new skills, but that work is never good enough for the boss
- Surprise meetings are called by your boss with no results other than further humiliation
- Everything your tormenter does to you is arbitrary and capricious, working a personal agenda that undermines the employer's legitimate business interests
- Others at work have been told to stop working, talking, or socializing with you
- You are constantly feeling agitated and anxious, experiencing a sense of doom, waiting for bad things to happen
- No matter what you do, you are never left alone to do your job without interference
- You are shocked when accused of incompetence, despite a history of objective excellence, typically by someone who cannot do your job
- Your request to transfer to an open position under another boss is mysteriously denied

Signs of Mobbing in the Workplace:

Mobbing is “bullying on steroids,” a horrifying new trend whereby a bully enlists co-workers to collude in a relentless campaign of psychological terror against a hapless target. “Targets are usually anyone who is “different” from the organizational norm. Usually victims are competent, educated, resilient, outspoken, challenge the status quo, are more empathic or attractive and tend to be women, aged 32 to 55. Targets also can be racially different or part of a minority group.” (WBI, 2018)

The target receives ridicule, humiliation, and eventually, removal from the workplace. It leaves the victim reeling with no idea what happened or why. It takes away a person’s safety in the world, dignity, identity and belonging and damages his or her mental and physical health. The effects also radiate outward toward the target’s partner, family, friends and even community. Mobbing is more likely to occur when a number of workplace factors are present. Understanding what they are can help to protect yourself from staying in, or taking a job in a toxic organization. For example, certain industries facing increased financial pressure because market demand is on the wane are more mobbing-prone. These organizations are driven by the dollar and accountable only to shareholders and directors. This creates toxic environments where managers turn a blind eye to bullying and mobbing and may even encourage it.

Organizations that are driven by bureaucracy, e.g., government departments, are arguably the most toxic. They appear to have policies and procedures to ensure a safe workplace, but they will redefine bullying as a “personality conflict” and end up offering no real protection. In essence, bad behavior is tolerated and left to escalate. The 2012 film, “Murder by Proxy: How America Went Postal” is a fascinating portrayal of the ultimate in toxic workplaces. In contrast, healthy organizations are accountable to a wider range of shareholders including customers, staff and community. They also have values that are centered on caring for others.

“The best way to deal with workplace mobbing is to increase resilience, practice self-care and get out as soon as possible. It is often impossible to win against organizations that tacitly support mobbing. Five steps that you must take to ensure recovery are:

1. Document everything in detail
2. Give yourself space and time to figure things out
3. Get a good recovery team to stop the isolation
4. Make self-care a priority
5. Engage in meaningful life activities” (WBI, 2018)

Non-Sexual and Sexual Worksite Harassment:

Subtle forms of jobsite intolerance such as belittling comments, persistent criticism of work and withholding resources, appears to inflict more harm on employees than sexual harassment. This finding was presented at the Seventh International Conference on Work, Stress and Health, co-sponsored by the American Psychological Association, the National Institute of Occupational Safety and Health and the Society for Occupational Health Psychology. Hershcovis and co-author Julian Barling, PhD, of Queen’s University in Ontario, Canada, reviewed 110 studies conducted over 21 years that compared the consequences of employees’ experience of sexual harassment and workplace aggression. “As sexual harassment becomes less acceptable in society, organizations may be more attuned to helping victims, who may therefore find it easier to cope,” said lead author M. Sandy Hershcovis, PhD, of the University of Manitoba. “In contrast, non-violent forms of workplace aggression such as incivility and bullying are not illegal, leaving victims to fend for themselves.” (WBI, 2018)

Incivility included rudeness and discourteous verbal and non-verbal behaviors. Bullying included persistently criticizing employees’ work; yelling; repeatedly reminding employees of mistakes; spreading gossip or lies; ignoring or excluding workers; and insulting employees’ habits, attitudes or private life. Interpersonal conflict included behaviors that involved hostility, verbal aggression and angry exchanges. “Bullying is often more subtle, and may include behaviors that do not appear obvious to others,” said Hershcovis. “For instance, how does an employee report to their boss that they have been excluded from lunch? Or that they are being ignored by a coworker? The insidious nature of these behaviors makes them difficult to deal with and sanction.” (WBI, 2018)

The WBI has a great deal of information about signs of being bullied and how you can protect yourself, know your rights and recognize what you are experiencing. The site also provides survey results about what employees are experiencing in the workplace and legal support to answer questions about how to handle situations. Knowing how to keep yourself safe when in this type of situation is most important.

Federal Government Conflict Resolution Best Practices

Office of Personnel Management (OPM) issues Government-wide guidance on documentation of Federal employment. In addition, OPM issues guidance on reporting human resources, payroll and training data which are based on instructions of government-wide data element standardization and system edits. OPM provides policy guidance and advice to agencies government-wide on such topics as taking performance-based actions and adverse actions. OPM develops, implements, and communicates policies and regulations. In addition, OPM provides guidance on other topics such as alternative dispute resolution, reasonable accommodations, and appeal rights to include employee coverage and affirmative defenses. OPM also advises the Director on exercising OPM's statutory authority to intervene or seek reconsideration for erroneous third-party decisions.

Adverse Actions

Most Federal agencies are authorized under 5 U.S.C. chapter 75 to suspend, demote, furlough, or remove employees for "such cause as will promote the efficiency of the service." Actions taken under 5 U.S.C. chapter 75 are "adverse actions" and are based upon misconduct, unacceptable performance, or a combination of both. They may also be based upon non-disciplinary reasons such as medical inability to perform or furlough. OPM issues government-wide regulations at 5 CFR part 752 which implement the law. (OPM, 2018)

Performance Based Actions

Most Federal agencies are authorized under 5 U.S.C. chapter 43 to demote, or remove employees for "unacceptable performance." Such actions are commonly referred to as performance-based actions. We issue government-wide regulations at 5 CFR part 432 which implement the law. Actions based on unacceptable performance may also be taken under 5 U.S.C chapter 75 and are regulated at 5 CFR part 752. (OPM, 2018)

Alternative Dispute Resolution

Alternative Dispute Resolution (ADR) is a procedure for settling disputes by means other than litigation. Often times, a third-party neutral assists in reaching an amicable resolution through the use of various techniques. ADR contributes to effective management by controlling the costs of conflict, producing quicker and more durable results, and preserving resources for the mission of the agency.

The alternative methods to traditional, formal dispute resolution include mediation, fact-finding, ombudsing, interest-based negotiation, arbitration, and alternative discipline. Alternative methods involve the use of alternatives to traditional disciplinary procedures and penalties. Through the effective use of ADR, agencies resolve employee-employer disputes in a way that is more efficient and more effective than traditional, adversarial methods of dispute resolution. Office of Personnel Management (OPM) promotes the use of ADR by Federal agencies.

Appeals

Federal employees have a variety of appeal and grievance rights. Depending on the issues involved, they may pursue the matter within their agency, appeal to the Merit Systems Protection Board (MSPB) or file a complaint with the Equal Employment Opportunity Commission (EEOC) or the Office of Special Counsel (OSC). Employees generally have the right to appeal a suspension, demotion, or removal to the MSPB or to grieve the action through the agency's negotiated grievance procedure. Employees can choose between these two methods of appeal, but cannot pursue both avenues. Allegations of discrimination, reprisal for whistleblowing, and other prohibited personnel practices can be raised as part of an employee's appeal or grievance. Such allegations can also be filed directly with the agency's Equal Employment Office or the OSC.

Employees working during their probationary/trial periods generally are not covered under 5 CFR parts 432 or 752 of the Code of Federal Regulations. Except for certain circumstances, if an action is warranted against a probationer, he or she can appeal the termination to the MSPB only if the action is based on marital status or partisan political affiliation. This is due, in part, to the very nature of the probationary/trial period which provides supervisors the opportunity to determine whether a new employee will be an asset rather than a liability to the organization. (OPM, 2018)

Office of Personnel Management (OPM) Core Competency Guidance

The Office of Personnel Management (OPM) has been conducting Government-wide occupational studies using its *Multipurpose Occupational Systems Analysis Inventory* (MOSAIC) methodology for more than two decades. MOSAIC is a multipurpose, survey-based occupational analysis approach. OPM uses this tool to collect information from incumbents and supervisors on many occupations for a wide range of human resource management functions. (OPM, 2018)

Through these studies, OPM has identified the critical competencies and tasks employees need to perform successfully in nearly 200 Federal occupations. In *Appendix B* and *C* there is an example of the core competencies for supervisors and the leadership competencies that have been identified to support the core competencies skills. When filling supervisory positions agencies may consider using additional competencies beyond the ten (10) recommended competencies listed in *Appendix B*. Agencies may choose from among any of the leadership competencies listed in *Appendix B* based on job analysis. Agencies may also develop their own competencies/Knowledge, Skills, Abilities (KSAs) to meet the job criteria.

“The foundation of the MOSAIC approach is the common language or tasks and competencies used to describe all occupations included in the study. Furthermore, it provides agencies with a basis for building integrated human resource management systems that use a common set of tasks and competencies to structure job design, recruitment, selection, performance management, training, and career development so that employees receive a consistent message about the factors on which they are selected, trained, and evaluated.” (OPM, 2018)

All Federal employees need to understand that a competency is a measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully. Competencies specify the "how" of performing job tasks, or what the person needs to do the job successfully. Competencies are used for:

- assessing and selecting candidates for a job;
- assessing and managing employee performance;
- workforce planning; and
- employee training and development

Federal employees are encouraged to use an Independent Development Plan (IDP) to help them maintain or develop core competencies to perform their job effectively. Managers normally work with employees to help guide professional development for improved work performance. When there is conflict between managers and employees professional development can be delayed or even denied. It is important to take the initiative to invest in your own professional development when working in a toxic work environment. When you are not supported by your manager your career development will not be a priority. Suggested ways to invest in your own professional development is to:

- Volunteer to support a conference in your field of work
- Volunteer for an advisory committee that supports your field of work
- Look for free online classes to expand your skill set
- Request rotations, details or special assignments to work outside of your office

OPM will not enforce any regulatory requirement for an Independent Development Plan (IDP). However, they do suggest that it is a good management practice, and many agencies already require their employees to have an IDP. In addition, many employee development programs require participants complete IDPs as part of a program such as the President Management Fellow (PMF) program and the Senior Executive Service Candidate Development Program (SES CDP). "OPM also offers an IDP wiki page on the OPM Training and Development wiki as a resources for how to complete the IDP. The wiki page provides examples of agencies IDP policies and templates. All Senior Executives are required in 5 CFR 412.401 to have an Executive Development Plan (EDP). OPM advises all federal agencies to include guidance on the use of IDPs in their agency training policy manual." (OPM, 2018)

Career development planning benefits the individual employee as well as the organization by aligning employee training and development efforts with the organization's mission, goals, and objectives. An individual development plan (IDP) is a tool to assist employees in achieving their personal and professional development goals. IDPs help employees and supervisors set expectations for specific learning objectives and competencies. While an IDP is not a performance evaluation tool or a one-time activity, IDPs allow supervisors to clarify performance expectations. IDPs should be viewed as a partnership between an employee and their supervisor, and involves preparation and continuous feedback. Many agencies require IDPs for new and current employees, and encourage employees to update them annually.

When using an IDP, supervisors develop a better understanding of their employees' professional goals, strengths, and development needs. Employees take personal responsibility and accountability for their career development, acquiring or enhancing the skills they need to stay current in their roles. Some of the benefits of an IDP are:

- Provide an administrative mechanism for identifying and tracking development needs and plans
- Assist in planning for the agency's training and development requirements
- Align employee training and development efforts with its mission, goals, and objectives.

The Chief Human Capital Officers Council (CHCOC) was established by the Chief Human Capital Officers Act of 2002 (CHCO Act) to advise and coordinate the activities of its member agencies. CHCOC gave advice to its member agencies on matters such as the modernization of human resources systems, improved quality of human resources information, and legislation affecting human resources operations and organizations. CHCOC is composed of the Director of the Office of Personnel Management (OPM), who serves as chairman, the Deputy Director for Management of the Office of Management and Budget (OMB), who acts as vice chairman, the CHCOs of the 15 Executive departments, and the CHCOs of 8 additional agencies designated by the OPM Director. In addition, the Council has an Executive Director who coordinates and oversees the activities of the Council. The council represents a positive communication channel between the federal human resource leaders who manage the federal governments capital planning and investment efforts. The council also recognize the importance of collaboration and the federal government's need to prepare for transformational change in the federal workforce for the 21st century. There are currently 27 CHCO's serving on the council that support conflict management training for their agency employees listed in *Appendix F*. The Chief Human Capital Officers Council serves the nation by advising and collaborating with the U.S. Office of Personnel Management and other stakeholders to create human capital management strategies that attract, develop and retain a high performing, engaged and diverse federal workforce.

Alternative Dispute Resolution Programs in the Federal Sector

According to EEOC "All agencies are required to have an alternative dispute resolution (ADR) program. Equal Employment Opportunity Commission (EEOC) has certain requirements that all agencies must follow when developing ADR programs." (EEOC, 2018) The most important ADR program requirement is fairness. Generally, an ADR program is fair if it is voluntary, confidential, enforceable by the parties (if an agreement is reached), and led by a neutral person, like a mediator, who has no personal interest in the dispute. Most agencies use mediation in their ADR Programs. "Mediation is an informal meeting between the parties that is conducted by a neutral mediator. A mediator is trained to help people who have disagreements talk to each other. The mediator does not decide who is right or wrong or issue a decision. Instead, the mediator helps the parties work out their own solutions to their dispute." (ADR, 2018)

There are real advantages to participating in ADR. ADR offers both you and the agency the opportunity for a fast and informal settlement of the dispute. Rather than leaving the decision to a third party, such as an Administrative Judge, ADR gives you the opportunity to reach an agreement that works for both you and the agency. ADR consists of a variety of approaches to early intervention and dispute resolution. Many of these approaches include the use of a neutral individual such as a mediator who can assist disputing parties in resolving their disagreements.

“ADR increases the parties’ opportunities to resolve disputes prior to or during the use of formal administrative procedures and litigation, which can be very costly and time-consuming. It typically is not intended to replace the more traditional approaches and it can provide long-term solutions to employee-employer conflicts through stakeholders’ participation and buy-in. In contrast, traditional dispute resolution procedures often impose a solution handed down by a third party, where neither party walks away satisfied, and the disputing parties’ conflict continues or increases.” (ADR, 2018)

In employee and labor relations and equal employment opportunity disputes, ADR has most commonly taken the form of mediation. However, there are many other options available including conciliation, cooperative problem solving, dispute panels, facilitation, fact-finding, interest-based problem solving and bargaining, settlement conferences, ombudsing, peer review, and alternative discipline. Alternative discipline as an ADR technique involves taking some type of action in lieu of traditional discipline to correct misconduct without resorting to more costly formal procedures and litigation.

Parties can use any of these ADR techniques, combinations of them, or others. A number of recent initiatives by Congress and the agencies engaged in resolving disputes in the federal workplace have encouraged the use of ADR methods. The EEOC is the federal agency responsible for enforcing employment discrimination laws. “The EEOC created a Training Institute portal which provides a wide variety of training programs to help federal employers understand, prevent, and correct discrimination in the workplace. Federal employees who work in this capacity also gain experience and learn from the authorities on EEO law. The EEOC Training Institute (EEOTI) portal offers specialized training for Federal Sector Programs and is directed to federal supervisors and employees, EEO counselors and investigators, agency representatives, and attorneys to help these professionals meet yearly training requirements.” (EEOTI, 2018)

“EEOC enforces the federal laws prohibiting job discrimination in both the private and federal sectors--Title VII of the Civil Rights Act of 1964, as amended, the Age Discrimination in Employment Act of 1967, the Equal Pay Act of 1963, Title I and Title V of the Americans with Disabilities Act of 1990, as amended, Section 501 and 505 of the Rehabilitation Act of 1973, the Civil Rights Act of 1991, Title II of the Genetic Information Nondiscrimination Act, and the Lilly Ledbetter Fair Pay Act of 2009. EEOC also provides oversight and coordination of all federal equal employment opportunity regulations, practices and policies.” (EEOC, 2018)

The EEOC Training Institute offers seminars, courses and on-site customer-specific training programs presented by the EEOC experts in enforcing the law. The EEOC believe that

discrimination can be prevented if companies, federal agencies and individuals know their legal rights and responsibilities. The EEOC trainers are subject-matter experts and have substantial experience in both enforcing the laws and providing high-quality training. The Institute's educational products contain the technical and legal guidance prepared by EEOC's attorneys, administrative judges, investigators, managers and policy experts.

“Programs provided by the EEOC Training Institute and the various manuals, workbooks and materials associated with these programs are made available under the auspices of the EEOC Education, Technical Assistance and Training Revolving Fund Act of 1992. This law authorizes the US Equal Employment Opportunity Commission to charge reasonable fees to cover the costs of providing specialized, in-depth education, technical assistance and training on EEO laws. These fees offset the costs of the training programs to enable us to keep our products and services very reasonably priced.” (EEOCTI, 2018)

The Federal Sector has gone to great length to support and manage workplace conflict by ensuring there is proper training available to apply best practices when faced with workplace conflicts. The EEOC Training Institute portal is an innovative method the federal government has created to leverage training costs and meet core competency requirements for professionals who support and apply conflict management strategies in their positions on a daily basis. The EEOC resources are beneficial when discrimination cases fall within the guidelines and criteria they have identified. The criteria they provide resources to fight against falls under the category of age, race, religion, sex, disability, sexual orientation and religion. Personality conflicts, rudeness, incivility and exclusion among peers and management in the work place are not listed as an EEOC discrimination category. Conflict management skills would come into play when faced with destructive conflict management behaviors in the workplace. Knowing how to stay safe and to control emotional triggers are personal responsibilities that every employee is responsible for managing throughout their working profession.

HR University Conflict Management Training designed for the federal workforce

The Federal government believes that building the skills, competencies, and knowledge of our Federal Human Resource (HR) workforce has been a priority for the Chief Human Capital Officers (CHCO) and the broader HR community for several years. In 2009, the CHCO Council HR workforce subcommittee worked with Office of Personnel Management (OPM) to develop an HR assessment tool. “In early 2010, building on this accomplishment and collaboration, the CHCOs expressed an interest to continue efforts to professionalize the HR community, and concluded that the creation of an HR University (HRU) was the next critical step in advancing those efforts. In May, 2010, with unanimous support from the Council, a working group was convened to move forward with the HRU project, a Government wide resource for HR training and development. The HRU is not only intended to address competency and skill gaps within the HR community, it is an effort to achieve Government wide savings through shared resources and economies of scale identifying the best HR training across Government, and establishing a means of sharing with all agencies.” (HRU, 2018)

The HRU is the Federal Government's single "one stop" training resource center for the HR professional throughout the Federal Government. Although there are many agency-specific training programs dedicated to training the HR professional, those training programs and their curriculum vary. Though these training programs may be very effective, there is still a need to develop HR courses and curriculum that are applicable across the Federal Government. To help bridge the gap of those course offerings and to improve the economies of scale, the HRU offers courses that have been evaluated and approved by OPM as courses designed to meet established competencies for the HR Profession.

In the 21st Century, the roles of a typical Federal HR professional have drastically changed from being "transaction operational" base to evolving into Strategic Business Partners. While the foundation for understanding Federal HR principles are still critical for the HR professional, new skills are also required to close the gap between technical versus strategic HR skills. The curriculum outlined on the website for the HR professional's correlates to established HR competencies and skill requirements. Therefore, HRU is designed to guide, train, and mentor Federal HR professionals as they maneuver through their career.

"The CHCO Council launched HRU in 2011. Since its launch, it has taken off and now offers 130 courses as well as many tools and resources to more than 50,000 registered users across government. Through its innovative method of leveraging existing resources throughout government, HRU has helped train thousands of employees and saved the government more than \$100 million." (HRU, 2018)

The courses that are offered through HRU are a combination of classroom, online, and web-based courses. The majority of courses are free, but some are fee based. The CHCOC members, who consist of representatives from 27 Federal agencies and the Small Agency Council, also use this portal to address the need for conflict management training because the portal contains an extensive number of courses that are designed to improve the federal workforce conflict management skills gap. Through the HRU Ambassadors and other CHCOC committees, HRU supports the Federal HR professional development and also the development of the entire federal workforce. HRU is now available to the entire federal workforce. The conflict management courses currently available on the HRU portal is listed in *Appendix E*.

Project Management PMBOK Conflict Management Best Practices

The Project Management Body of Knowledge (PMBOK) provides guidelines for managing individual projects and defining project management related concepts. A project is a temporary endeavor undertaken to create unique product, service or result. The temporary nature of a project indicate that a project has a definite beginning and end. Every project creates a unique product, service or results. Project management is the application of knowledge, skills, tools and techniques to project activity to meet project requirements. Project Management is accomplished through the appropriate application and integration of the 47 logically grouped Project Management process which are categorized into five process groups. The five process groups are: Initiating; Planning; Executing; Monitoring and Controlling; and Closing. (PMBOK, 2018)

Project management professional training is ongoing for practitioners in this field. Project Management practices are usually partnered with other disciplines which require professionals to keep up with other work disciplines areas in addition to the project management methodology. For example, a database manager may also operate as a project manager and need to maintain certifications in Oracle, SQL and project management. A procurement contract manager may need to be certified as a contracting officer to manage a certain dollar threshold but also maintain the project management certification to manage the contract procurement process effectively.

The Project Management Institute (PMI) provides extensive training opportunities for professionals who are members of the organization. PMI also provides journal publications authored by Project Management professionals who share their personal experiences and lessons learned dealing with conflict management strategies used to complete projects on time and on budget. PMI sponsors conferences for various disciplines to bring together leaders in the every industry who manage conflict on projects on a regular basis. Project Management professionals are excited to share how they overcame project obstacles or how they accepted defeat to prepare for the next battle for a successful project outcome. PMI also offers networking opportunities through PMI chapters that meet monthly in several geographical locations at a minimal cost to members.

The federal sector have embraced the Project Management methodology and have incorporated these concepts into several disciplines operating in the workplace. The information technology and procurement project efforts fully utilize the project management methodologies. Many federal agencies have Project Management Offices (PMO) to manage project performance and to prevent duplicative efforts within the agency. The federal sector also provides training for federal employees to obtain and maintain the Project Management certification.

The Project Management methodology uses processes that support proper communication in projects, proper documentation of project tasks and scheduled deliverables, proper procedures to forecast processes needed to prepare for mitigating possible risks that would negatively impact the project and access to the proper tools to resolve conflicts that would negatively impact the project deadlines. The objective in the Project Management process is to organize, plan, monitor, control and correct the project activities. Project management relies on proven and repeatable processes and techniques.

The PMBOK guide provides insight about conflict management techniques to be used when managing projects in section 9.4.2 Manage Project Team Tools and Techniques guidance. This section identifies 5 techniques to use when managing conflict on a project. The word conflict is printed 75 times in the PMBOK 5th Edition. The PMBOK conflict techniques mimic the TKI and DiSC concepts in relation to the conflict style types. Listed below are the PMBOKS recommended conflict resolution techniques that can be used in a team dynamic:

1. *“Withdraw/Avoid* – Retreating from an actual or potential conflict situation, postponing the issue to be better prepared or to be resolved by others

2. *Smooth/Accommodate* – Emphasizing areas of agreement rather than areas of differences conceding one's position to the needs of others to maintain harmony and relationships.
3. *Compromise/Reconcile* – Searching for solution that brings some degree of satisfaction to all parties in order to temporary or partially resolve conflict.
4. *Force Direct* – Pushing ones viewpoint at the expense of others; offering only win-lose solutions usually enforced through a power position to resolve an emergency.
5. *Collaborate/Problem Solve* – Incorporating multiple viewpoints and insights from differing perspectives.” (PMBOK, 2018)

The PMBOK states that “Conflict is inevitable in a project environment. Sources of conflict include resource schedule priorities, and personal work styles. Team ground rules, group norms and solid project management practices like communication planning and role definition reduce the amount of conflict. The PMBOK focuses on conflict from the team members or stakeholder interaction with the Project Managers and guidelines that help to keep the project on task until completion. This can be a difficult task for Project Managers because they are not always the direct line supervisor which requires other means of influence or negotiations skills to get project tasks completed.” (PMBOK, 2018)

Project managers who encounter a great deal of conflict on their projects would have to find additional conflict resolution resources to help navigate their project to completion. The content provided in the PMBOK is limited to only address conflict within the team. The range of conflict that could exist with each individual team member, team leader and stakeholders should also be explored for project success.

Conclusion

Workplace conflict is one of the greatest causes of employee stress in the private and public sector. Taking simple steps to resolve conflict immediately can prevent many workplace conflicts from escalating. Employee stress, and many related health complaints, as well as workers' compensation and bullying claims, can be prevented by managers acting quickly to resolve issues between co-workers, or between themselves and co-workers. The information provided in this research has identified the level of effort the Federal sector has made to provide conflict management training for employees whose positions require that they take training yearly. The EEOC Training Institute is designed for those professionals who need to understand the laws that support the way conflict is managed in the workforce. HR University was initially developed to help HR professionals maintain their core competencies and now can be used by the entire federal workforce. This decision will transform the human capital planning mission to prepare the federal workforce to manage technical advancements and conflict management literacy for the 21st century.

In my opinion, conflict management training imposed on the federal workforce will create a healthy work environment and reduce workplace bullying that is not considered a category for civil rights grievance. To meet the needs of every generation and culture who authentically strives to build a successful career in the federal workforce, training and coaching in conflict management must be made mandatory. Conscious and unconscious biases that cause conflict in the workplace will be addressed with conflict management training because employees will be able to recognize this mindset and address the issues before it escalates to a grievance or legal battle. The practical knowledge of how to apply conflict management strategies in our daily lives will be critical to successfully building healthy working relationships. The changes in technology and the financial deficits the United States is experiencing will continue to impact future needs of society.

Leadership can function as a means for conflict resolution. Articulating the leadership style employed by a business in advance can prime staff expectations. If you tell staffers they can expect a lot of freedom or limited freedom in their work, it should not come as a shock when that occurs. Leadership can also minimize conflict by setting and enforcing clear, formal procedures and processes to eliminate ambiguity. A genuine commitment to conflict resolution must come from the top. Staff members will prove unlikely to embrace conflict resolution if the business owner or management only pay it lip service. Leadership can demonstrate a commitment to conflict resolution through active participation in the process by, for example, serving as an arbiter or bringing in an expert.

Based on the information provided in this research the next step will be to request for the CHCO Council and OPM to implement mandatory conflict management training for the federal workforce. I would also like to have a dialog with the PMI Board of Directors about incorporating a chapter in the PMBOK dedicated to conflict resolution best practices. These best practices would include conflict resolution strategies that support project team leaders and members. The chapter would also address conflict that may be encountered in a matrix environment with stakeholders, functional managers, vendors as well as internal biases. Now is the time to impose a change that will empower employees to manage conflict constructively to preserve relationships in the workplace. Proper training and coaching will help in the process of changing minds and behaviors. Developing metrics and tracking progress with surveys, interviews and case studies yearly or bi-annually will help to show the benefits of the training and the impact made in the federal workplace. Having the knowledge and the practical application is the key. A workforce that collaborates and solves problems respectfully will create a healthy workforce. Addressing poor performance with a win-win scenario in mind will be transformational because it will encourage an employee's success when problems are identified early to modify behavior. Actively managing conflict in a constructive manner will foster innovation. Technology changes the federal workforce will be enforcing on a continuous basis needs a workforce that constructively manages conflict to meet the needs of 21st century job requirements.

References

- Alternative Dispute Resolution Working Group. (2018). *About*. Retrieved on March 5, 2018 from <https://www.adr.gov/fai.html>
- Crossman, Ashley (2017). Understanding Conflict Theory. *ThoughtCO*. Retrieved on January 10, 2018 from <https://www.thoughtco.com/conflict-theory-3026622>.
- Equal Employment Opportunity Commission (2018). *Alternative Dispute Resolution*. Retrieved on February 12, 2018 from https://www.eeoc.gov/federal/fed_employees/adr.cfm
- Equal Employment Office Commission Training Institute (2018). *Resolution*. Retrieved on March 5, 2018 from <https://eeotraining.eeoc.gov/profile/web/index.cfm?PKwebID=0x2547d970&varPage=agenda>
- Froyd, Jeffrey (2011). Understanding Conflict and Conflict Management. *Coalition Foundation*. Retrieved March 20, 2018 from <http://fc.civil.tamu.edu/publications/brochures/conflict.pdf>
- Green, Charles (2017). *Examples of 4 Types of Conflict*. Chron Publication. Retrieved March 10, 2018 from <http://smallbusiness.chron.com/examples-4-types-conflict-1207.html>
- Haun, Lim Jin and Yazdanifard, Rashad (2012) *Business & Entrepreneurship Journal*, vol.1, no.1, 2012, 141-155 ISSN: 2241-3022, 2241-312X Scienpress Ltd, 2012. *The Difference in Conflict Management Styles and Conflict Resolution in the Workplace*. Retrieved March 10, 2018 from http://www.scienpress.com/Upload/BEJ/Vol%201_1_9.pdf
- Henshaw, S. (2014). Bullying at Work: Workplace Mobbing is on the Rise. *Psych Central*. Retrieved on March 29, 2018, from <https://psychcentral.com/blog/bullying-at-work-workplace-mobbing-is-on-the-rise/>
- HR University (2018) Course Catalog. Retrieved on March 1, 2018 from https://hru.gov/Course_Catalog.aspx
- Killmann, Ralph. (2018) *A Brief History of the Thomas-Kilmann Conflict Mode Instrument*. Retrieved March 1, 2018 from <http://www.kilmanndiagnostics.com>
- Kreisberg, Louis (2009). *History of Conflict Resolution*. Retrieved on March 10, 2018 <https://www.maxwell.syr.edu/uploadedFiles/parcc/Publications/2009%20Evolution-ConflictResolution.pdf>
- Nauert PhD, R. (2015). Non-Sexual Worksite Harassment Is More Harmful. *Psych Central*. Retrieved on March 31, 2018, from <https://psychcentral.com/news/2008/03/10/non-sexual-worksite-harassment-is-more-harmful/2020.html>

Office of the Chief Human Capital Office Council (OCHCOC). *Members*. Retrieved on March 10, 2018 from <https://chcoc.gov/members/chcos>

Office of Personnel Management (2018) *Federally Mandated Training*. Retrieved on March 2, 2018 from <https://www.opm.gov/wiki/training/Federally-Mandated-Training/Print.aspx>

Project Management Body of Knowledge (2018). Chapter 9.4.2: Retrieved March 1, 2018 from <http://marketplace.pmi.org/Pages/ProductDetail.aspx?GMProduct=00101388701>

Reece, Roger (2017). *Conflict Management Competencies*. Roger Reece Seminars. Retrieved on January 15, 2018 from <http://conflictmanagementworkshops.com/conflict-management-article.htm>

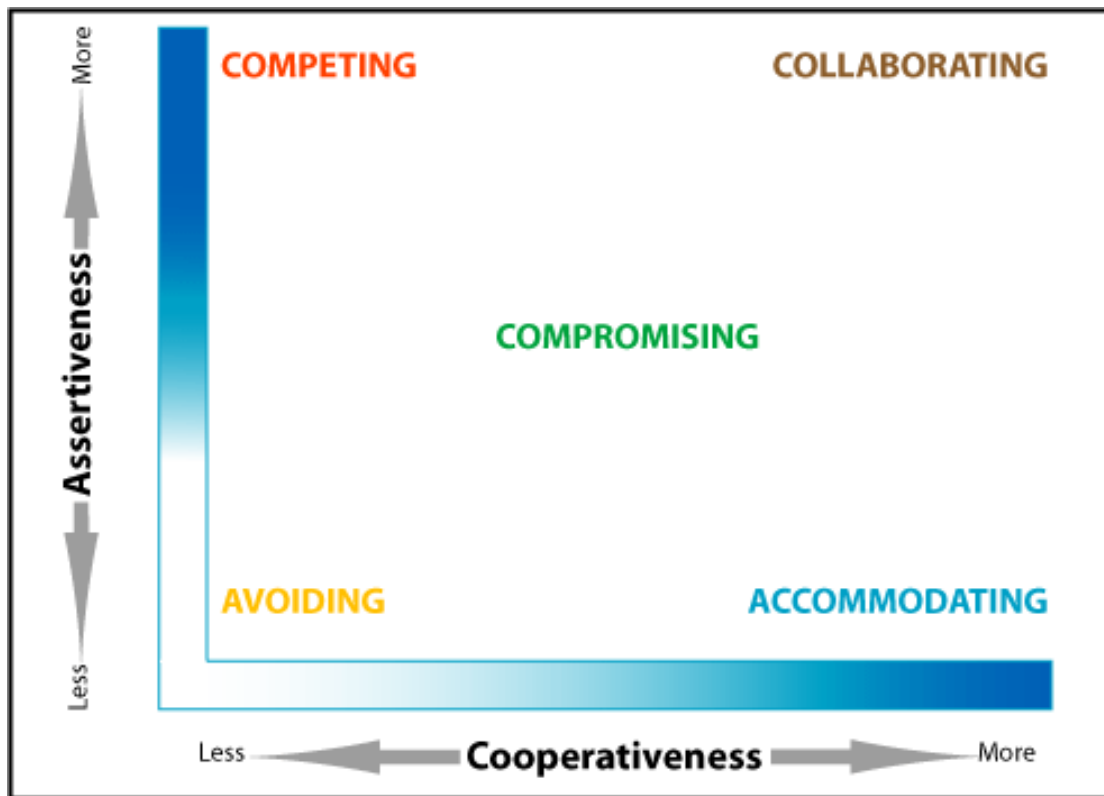
Thomas, K.W., & Kilman, R.H. 1974. *A Brief History of the Conflict Mode Instrument*. Tuxedo, New York. Retrieved on Feb 2, 2018 from <http://www.kilmanndiagnostics.com/brief-history-thomas-kilman-conflict-mode-instrument>

Workplace Bully Institute (2018). *Who Gets Targeted?* Retrieved on March 10, 2018 from <http://www.workplacebullying.org/individuals/problem/who-gets-targeted/>

Workplace Bully Institute (2018). *How Bullying Happens?* Retrieved on March 10, 2018 from <http://www.workplacebullying.org/individuals/problem/how-bullying-happens/>

Workplace Bully Institute (2018). *3-Step Target Action Plan?* Retrieved on March 10, 2018 from <http://www.workplacebullying.org/individuals/solutions/wbi-action-plan/>

Appendix A



Appendix B

Characteristics of bullying	
Characteristic	Description
Imbalance of power between the bully and target	Bullying can involve an abuse or misuse of power such as blocking opportunities for promotion or deliberately undermining the work of a coworker.
Directed at a person, rather than a characteristic	Bullying behaviors may have some basis in prejudice, but ultimately they are directed at the person as an individual rather than a specific trait.
Intimidation of coworkers	Sometimes coworkers can become fearful of being targeted by bullying behavior, so they hesitate to support the target and report the bullying.
Psychological manipulation	Employees who are targets of bullying behavior might be psychologically manipulated to believe that they are overreacting to the bullying and that the behavior is normal workplace interaction.

Appendix C

Supervisory Core Competency for the Federal Sector

Supervisory Work	Supervisory Guide: The <i>Supervisory Qualification Guide</i> prescribes general guidance when determining requirements for supervisory positions in the General Schedule (GS) or equivalent at grades 15 and below. While not mandatory, use of this <i>Guide</i> is strongly recommended.
Accountability	Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.
Customer Service	Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.
Decisiveness	Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.
Flexibility	Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.
Integrity/Honesty	Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
Interpersonal Skills	Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.
Oral Communication	Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.
Problem Solving	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
Resilience	Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.
Written Communication	Writes in a clear, concise, organized, and convincing manner for the intended audience.

NOTE: Ten (10) competencies listed in this document reflect those considered as most important for successful performance of Federal supervisory work. Candidates should possess proficiency or the potential to develop proficiency in these competencies prior to entry into a supervisory position. The specific level of proficiency identified for each competency depends on the specific requirements of the position being filled and must be determined by the employing agency.

Appendix D

Leadership Competencies: Many supervisory positions have specific subject-matter knowledge and skill requirements (i.e., technical requirements) candidates must meet. **When the supervisory position has technical requirements, the employing agency must use an occupation-specific qualification standard. The Supervisory Qualification Guide should be used in conjunction with the occupation-specific qualification standard.**

Conflict Management	Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
Continual Learning	Assesses and recognizes own strengths and weaknesses; pursues self-development.
Creativity and Innovation	Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.
Developing Others	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
Entrepreneurship	Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.
External Awareness	Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.
Financial Management	Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.
Human Capital Management	Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector work force and a variety of work situations.
Influencing/Negotiating	Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.
Leveraging Diversity	Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
Political Savvy	Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.
Public Service Motivation	Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.
Strategic Thinking	Formulates objectives and priorities, and implements plans consistent with the long-term interest of the organization in a global environment. Capitalizes on opportunities and manages risks.
Teambuilding	Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.
Technical Credibility	Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.
Technology Management	Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.
Vision	Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

Appendix E

HR University Conflict Management Core Competency Courses Offered	
Course Title:	Location/Hours/Cost
Leading a Generationally Diverse Workforce	Online/1.5 Hours/Free
Putting yourself in the other persons shoes	Online/1 Hour /Free
Addressing and resolving poor performance	Online/3 Hours/Free
Basic Employee Relations: Your Accountability as a Supervisor or Manager	Online/3 Hours/Free
Coach for Success: How to Hold Performance Conversations like a Pro	Online/.75 Hours/Free
Difficult Conversations	Online/.75 Hours/Free
Domestic Violence, Sexual Assault and Stalking in the Workplace	Online/1.5 Hours/Free
FLRA Comprehension Arbitration Training	Online/2 Hours/Free
Supervisory Development Seminar I: Fundamentals	Online/1.Week/ \$3,350
Supervisory Development Seminars II: Learning to Lead	Online/1 week/ \$3,350
Emotional Intelligence Leadership	Online/45 minutes /Free
Maximizing Employee Engagement	Online/1 Hour/ Free

Appendix F

Chief Human Capital Officer Agencies Represented on the Council	
Web Site Address for the CHCOC Info:	
https://chcoc.gov	
Department of Agriculture	Environmental Protection Agency
Department of Commerce	General Services Administration
Department of Education	National Aeronautics and Space Administration
Department of Defense	National Science Foundation
Department of Energy	Nuclear Regulatory Commission
Department of Health and Human Services	Office of Management and Budget
Department of Homeland Security	Office of Personnel Management
Department of Housing and Urban Development	Office of the Directors National Intelligence
Department of Interior	Small Agency Council
Department of Justice	Small Business Administration
Department of Labor	Social Security Administration
Department of State	Agency for International Development
Department of Treasury	
Department of Transportation	
Department of Veterans Affairs	