



College of Installation Management Academy
School for Family and MWR

NAF Personnel Management:

Recruitment, Readiness & Retention

Session 7
Participant Guide

Virtual Classroom Course

Performance – Managing performance through incentives and disciplinary actions

“We believe we do a better job at giving feedback than we really do”~Rick Maurer, change management consultant, expert, speaker and bestselling author

In Session 7 of the NAF Personnel Management virtual course, learners will discuss incentive awards (AR 215-3; chapter 9) and review case studies from last week and complete DA Form 5167. Learners will hear from a SME to review disciplining employees (AR 215-3; chapter 7) and in small groups determine appropriate disciplinary action for given scenario.

Session 7 Objectives

1. Examine the Incentive award criteria.
2. Given scenario, recommend and justify appropriate award using DA Form 5167.
3. Examine principles of maintaining discipline in the workplace.
4. Determine what type of disciplinary action to use based on scenario.

Pre-Session

- Review AR215-3, chapters 7 & 9; and AR672-20
- Review HO-007-PM(FY_IMCOM_MoraleWelfareAndRecreation_SOP)

In addition to the Participant Guide, have available:

1. HO-006.1(2)-PM(CaseStudy), AR 215-3 & AR 672-20. *Please see p. 4 to determine which group you are in. Your case study will be emailed to your group.*
2. Please make sure the speakers on your computer are working because we may be listening to a recording of a SME about NAF Discipline as part of the session.

The following is available for you in the Collaboration Space:

JA-007-PM(letters of reprimand, separation, and suspension)

Adobe Connect:

Your virtual classroom is located at <https://sfmwr.acms.com/pm>

Please login 15 minutes prior to the start of your session



Conference Calling

OCONUS

For OCONUS there are several dialing options. You will need to test each option to determine which one is best for your location.

Option 1 – dial 94 866-748-1120


Option 2 – dial 94 517-623-2946

Option 3 – dial 517-623-2946 as if you are dialing a local commercial number

Option 4 – dial 809-463-3376, wait for a second dial tone, and then dial 1-866-748-1120


CONUS 866-748-1120 (No DSN for CONUS calling)

Participant Pass Code: 64104442#



Formal Awards

- **Special Achievement Awards**
(Sustained Superior Performance (or SSP)
Certificate of commendation, possible cash or time-off
- **Special Act or Service**
Certificates of commendation, cash, time-off or merchandise awards may be issued
- **On the Spot Cash Awards**
Up to \$250 by manager; \$251 - \$500 by the Funds Manager ; May receive more than one On the Spot Cash Award but must be for different acts; Cannot exceed \$2,000 to one employee during a 12-month period
- **Length of Service Awards**
All federal, military and NAF service will be creditable; however, the last full year of service must have been as a NAF civilian employee of Dept of Army.
- **Suggestion Awards**
Awards employees for the Army Ideas for Excellence program. NAF employees cannot be rewarded with APF funds. Awards paid from NAF may be authorized for suggestions on the basis of estimated or actual savings and the awards are:
 - ✓ First year savings \$250 – Award \$25
 - ✓ First year savings \$250-\$1,000 – Award \$25 for the first \$250, plus \$5 for each additional \$50 fraction of savings to the NAFI.
 - ✓ First year savings of \$1,000 - \$10,000 – Award \$100 for the first \$1,000 in benefits, plus \$10₆ fraction for each additional \$100



Honorary Awards

Informal recognition items for individuals or groups

- Recipient values but has no monetary value
- Lasting trophy value
- Symbolize the employer/employee relationship

Informal Awards

Could have a nominal value but must use public funds to purchase.

- Public acknowledgment in staff call
- Shows managers value the contributions to the team
- That-a-boy!

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<p>Break Out Room 1 HO-006.1-PM(CaseStudy)</p>	<p>Phil Ami Nasya Criss Karen M.</p>
<p>Break Out Room 2 HO-006.2-PM(CaseStudy)</p>	<p>Allison Karen S. Lisa Rebecca Kimberly</p>
<p>Break Out Room 3 HO-006.3-PM(CaseStudy)</p>	<p>Judit Jessica Tracy Earl Shanda</p>



Breakout Room Exercise

Activity

Group 1
Formal Award (see AR 215-3)
for Case Study ____

Group 2
Honorary Award (see AR 672-20)
for Case Study ____

Group 3
Informal Award (*be creative*)
for Case Study ____

- Discuss case study and complete DA Form 5167, Sections 5, 15, & 16
- Select scribe and someone to brief out
- 15 minutes

Technical

- Dial into phone sub-conferencing corresponding to your group
(group 1 dial 1##; group 2 dial 2##; group 3 dial 3##)
- To return to main phone conferencing, dial 0##
- Raise your hand if you have questions

Also on p. 4 of PG

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Community Recreation Division

Mission

Support the Army Force Generation Model by providing the resources and services that enhance region and garrison capabilities to support the expeditionary Army and deliver a quality of life for Soldiers and Families commensurate with their service.

Vision

Serving those who serve by providing increased accessibility and quality of programming in Soldier and recreation programs for all authorized patrons.

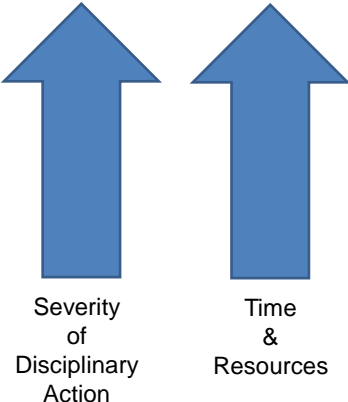
Provide excellent programming while giving outstanding customer service to those who use our facilities.

Discipline Notes:

performance

Types of Disciplinary Actions

- Informal
 - Oral admonition
 - Written reprimand
- Formal
 - Suspension
 - Separation



Severity of Disciplinary Action

Time & Resources

performance

Breakout Room Exercise

Activity	Technical
<ul style="list-style-type: none"> • Review scenario • Using AR 215-3, chapter 7 determine the disciplinary action you would take • Take notes on slide • Be prepared to brief out for large group • 10 minutes total 	<ul style="list-style-type: none"> • Dial into phone sub-conferencing once you are put into BOR • To return to main phone conferencing, dial 0## • Raise your hand if you have questions

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Post-Session Assignment (7)

Assignment

1. Construct a realistic facility/program onboarding model for new employees.
 - Resources have been uploaded to the Collaboration Space
 - Review rubric in syllabus for grading criteria
 - The assignment can be completed as group assignment if there are two or more of you taking the class from the same Garrison

See syllabus and Participant Guide for Session 8 Pre-Session assignment(s).

Technical Directions

1. Email to Patrice & James
2. Due NLT midnight Thursday class Central Time.
3. Use naming conventions outlined in syllabus [SmithJ-Session 7].



Key Takeaways From Session 6

Giving Feedback

7-1



The Carrots



According to the 2012 Family and MWR Customer Service Culture Employee Survey

- Employees appear attached and committed to F&MWR mission and goals
- Employees have a high rate of job satisfaction and understand how their job fits into the F&MWR

Mission



7-3



Incentive Award Programs

- All operating budgets should include provisions for incentive awards
- Cash should be tied to profitability where appropriate
- It is counterproductive to prohibit awards within a non-profitable activity
- Active incentive award programs are productivity motivators

AR 215-3, Chapter 9, p. 70

7-4

NAF Employee Discipline

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**IMCOM delivers and integrates base support to enable readiness
for a self-reliant and globally-responsive All Volunteer Army**

We are the Army's Home



NAF Employee Discipline

Agenda

- Scenarios
- Authorities
- Resources
- Principles
- Types of Disciplinary Actions
- Lessons Learned
- Army Anti-Harassment Policy
- Exercise

6-14



NAF Employee Discipline

- Authorities
 - AR 215-3 (Chapter 7)
 - CBA (if one applies)
- Resources
 - AR 215-3
 - Supervisor/Manager (advise/mentor)
 - Human Resources/CPAC (review)
 - Staff Judge Advocate (coordination)

7-11



NAF Employee Discipline

- Misconduct
 - “Employee won't follow the standards”
 - Examples: AWOL
 - “Calling in” improperly.
 - Arguing with coworkers in workplace (disturbance).
 - Failing to follow procedures despite warnings.
- Poor Performance
 - “Employee can't follow the standards.
 - Examples: Low quality work product.
 - Struggling despite effort.

7-12



NAF Employee Discipline

- Principles
 - Know the facts.
 - Focus on “efficiency of the service/organization.”
 - Address problems quickly - before they get serious.
 - Use discipline to enforce established standards.
 - Rely on documented evidence.
 - Be reasonable.
 - Be consistent.
 - Stay “in the box.”

7-13



NAF Employee Discipline

- Principles
 - Must consider these factors when selecting an appropriate penalty for
 - an offense (AR 215-3, para 7-3d):
 - (1) Seriousness of the offense.
 - (2) Past record of the employee.
 - (3) Circumstances contributing to the offense.
 - (4) Probable effectiveness of the penalty in stimulating improvement.
 - (5) Reasonableness of the penalty.
 - (6) Time period since a previous-like offense.
 - (7) Influence of the penalty on the morale of other employees.
 - Review AR 215-3, Table 7-1 (penalties) as a guide only.
 - Use progressive discipline when appropriate.

7-14



NAF Employee Discipline

Types of Disciplinary Actions

Formal

- Separation
- Suspension

Informal

- Written reprimand
- Oral Admonition



Severity
of
Action



Time
&
Resources

7-15



NAF Employee Discipline

- Types of Disciplinary Actions
- Informal
 - Oral admonition ("wag of the finger")
 - Minor violations.
 - Prompt, private, informal.
 - Informs employee of misconduct and when it occurred.
 - Employee has opportunity to explain.
 - Written reprimand
 - Describes offense.
 - Signed and issued by supervisor.
 - Filed in employee's OPF for up to 2 years.
 - Employee has right to "Review" by second level supervisor.

7-16



NAF Employee Discipline

- Types of Disciplinary Actions
- Formal
 - Suspension
 - Up to 14 calendar days (few exceptions).
 - Permanently recorded in OPF.
 - 10 days advance notice.
 - Proposal – Reply – Decision (by next level supervisor).
 - Separation
 - Employee is fired.
 - Permanently recorded in OPF.
 - 30 days advance notice.
 - Proposal – Reply – Decision (by next level supervisor).

7-17



NAF Employee Discipline

- Grievances
 - Grievance: A complaint by an employee concerning any matter
 - relating to the employment of the employee.
 - AR 215-3, chapter 8 provides grievance procedures.
 - Supervisor must reply within 7 days.
 - Other requirements.
 - Coordinate with HR/CPAC.

7-18



NAF Employee Discipline

- Lessons Learned
 - Check applicant background.
 - Talk to applicant.
 - Thoroughly review application and resume.
 - Contact former employers.
 - Background checks.
 - Use probationary period.
 - Final test of the employee's ability and fitness for the position.
 - 1 year for employees appointed to RFT and RPT positions.
 - Summarized process for separation.
 - Don't wait until the last week.

7-19