

# EMPLOYEE RELATIONS

*Idaho Water Users Association*



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## GROUND RULES

- Interactive - please share your stories
- Ask questions along the way
- Learning happens outside our comfort zone





# AMERIBEN



## Human Resource & Management Consulting

- **Founded in 1958**
- **Culture & leadership training**
- **Employee engagement surveys**
- **360 surveys**
- **Affirmative Action Plans**
- **Employer compliance hotline**



## Retirement Plan Administration

- **Founded in 1991**
- **Plan review & design**
- **Tax form preparation**
- **Prepare annual notices**
- **Compliance assurance**
- **Strategic partnerships**



## Third Party Administration Health Claims

- **Founded in 1964**
- **Top 5% of Third-Party Administrators**
- **Serve more than 650,000 employee lives**



## SERVICES

- Employer hotline
- Affirmative action plans
- Training & leadership development
- Compensation plan creation, updating, and review
- Employee reporting hotline
- Organizational development
- Succession planning
- Employee engagement, satisfaction, & opinion surveys
- 360° evaluations and coaching
- Human resource compliance and best-practice audits

# OUR TEAM



**Andy Fujimoto**



**Brenda Blitman**



**Brian Marshall**



**Camille Franks**



**Jon Shipley**



**Michelle Winn**



**Sharon Jutila**





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Dairy farming in the  
Treasure Valley – 1968

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# Leadership Lessons

- Take care of your family
- Hard work seems easy when you have a purpose
- Focus energy on things you can control
- Look long-term, there will be setbacks
- Be flexible, success may look different than what you planned



# Brenda Blitman

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- Leadership development & training
- Values-based human resource strategy
- Affirmative action plans
- Diversity & inclusion
- Executive coaching

**Experience:** CFO - \$100M privately owned company, CPA business owner - 500 clients, Teacher 200+ students annually

**Certifications:** SHRM-Senior Certified Professional, Certified Public Accountant, Business & Math high school teaching certificates

**Education:** University of Idaho - MS - Adult Organizational, Learning & Leadership, BS Agricultural Economics/AgriBusiness



# LEARNING OBJECTIVES

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- Discuss current employee expectations
- Discuss employee relations and employee engagement opportunities
- Change lives by developing great leaders



# EMPLOYEE RELATIONS

*Shifting the focus*

# EMPLOYEES

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- What do employees value?
- Why do employees come to work?
- Has there been a shift in employee attitudes towards work?



Simon Sinek - Start with Why

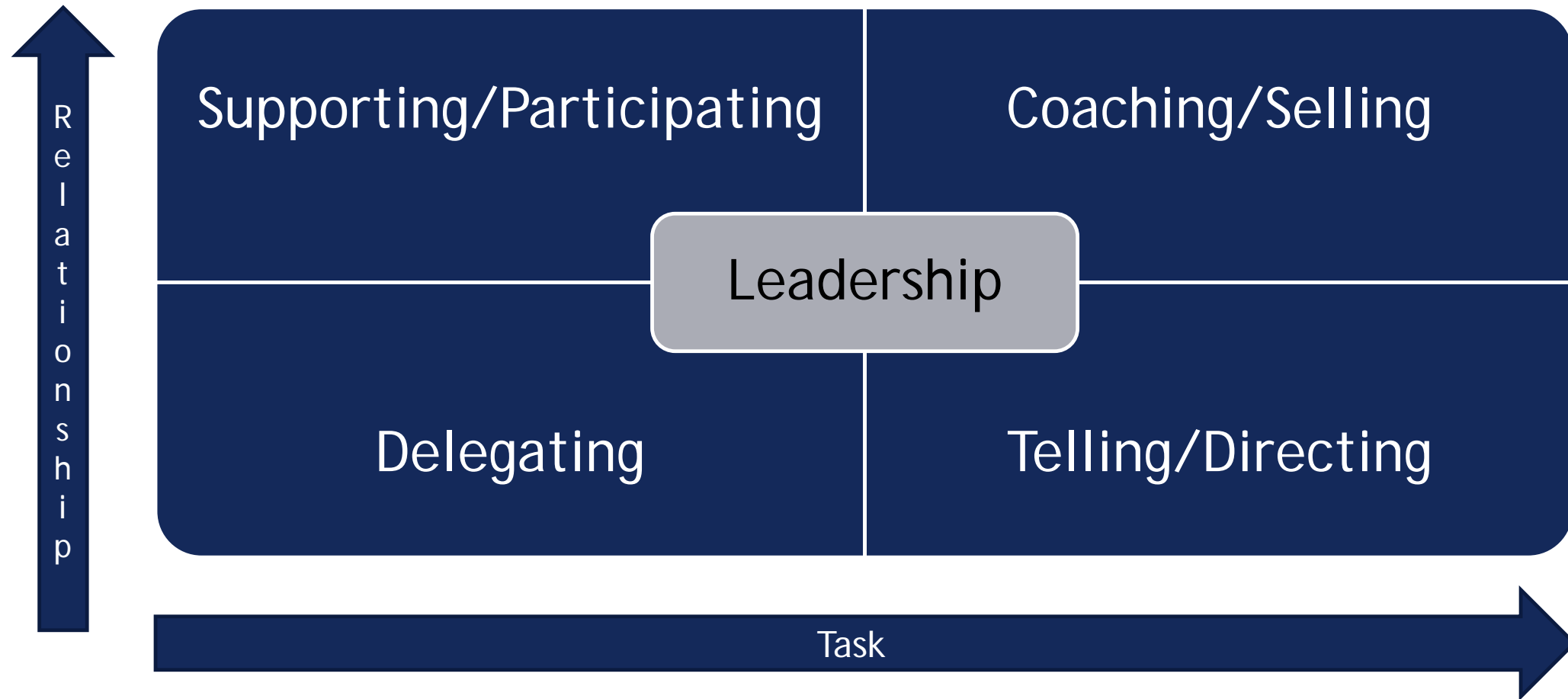
Daniel Pink - Drive: The surprising Truth about what Motivates Us

Angela Lee Duckworth - Grit: The Power of Passion and Perseverance



# SITUATIONAL LEADERSHIP

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“To create a high-performance team, we must replace typical management activities like supervising, checking, monitoring, and controlling with new behaviors like coaching and communicating.”

*-Ray Smith  
CEO, Bell Atlantic*

# ENGAGING EMPLOYEES

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- What are you doing to engage today's employee?
- How do you show that you care about today's employee?
- How often do you have a meaningful development conversation with today's employee?



14% of employees strongly agree that their performance reviews inspire them to improve

One-third of the time - traditional performance reviews make performances worse

Nearly half - employees receive feedback a few times a year or less

# TRADITIONAL PERFORMANCE REVIEWS

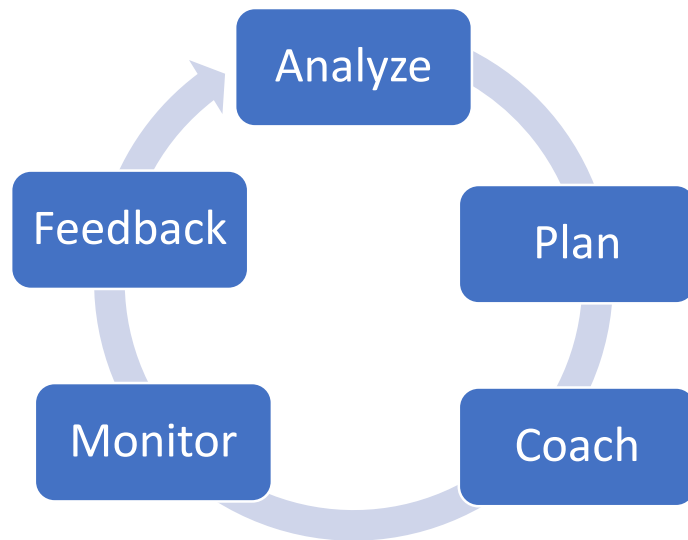
Source: Gallup, May 6, 2019





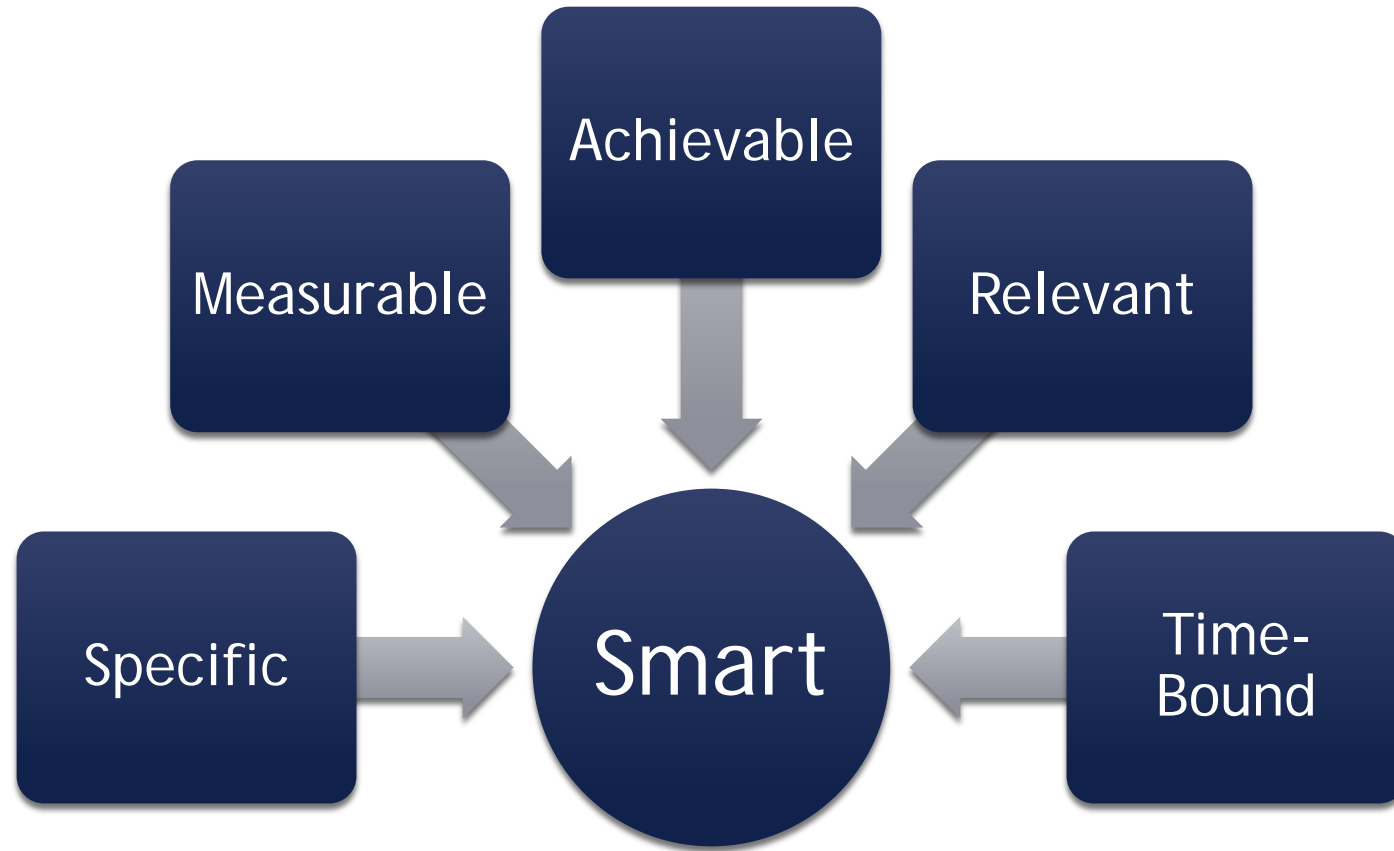
# Performance Development is...

Old – Performance Management



# EXPECTATIONS - COLLABORATIVE

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# FAST GOALS

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	<i>Definition</i>	<i>Benefits</i>
<b>Frequently discussed</b> 	Goals should be embedded in ongoing discussions to review progress, allocate resources, prioritize initiatives, and provide feedback.	<ul style="list-style-type: none"><li>• Provides guidance for key decisions.</li><li>• Keeps employees focused on what matters most.</li><li>• Links performance feedback to concrete goals.</li><li>• Evaluates progress and course corrects.</li></ul>
<b>Ambitious</b> 	Objectives should be difficult but not impossible to achieve.	<ul style="list-style-type: none"><li>• Boosts performance of individuals and teams.</li><li>• Minimizes the risk of sandbagging.</li><li>• Forces broader search for innovative ways to achieve goals.</li></ul>
<b>Specific</b> 	Goals are translated into concrete metrics and milestones that force clarity on how to achieve each goal and measure progress.	<ul style="list-style-type: none"><li>• Clarifies what employees are expected to deliver.</li><li>• Helps identify what is not working and quickly course corrects.</li><li>• Boosts performance of individuals and teams.</li></ul>
<b>Transparent</b> 	Goals and current performance should be made public for all employees to see.	<ul style="list-style-type: none"><li>• Makes use of peer pressure to perform on goals.</li><li>• Shows employees how their activities support company goals.</li><li>• Understands other teams' agendas.</li><li>• Surfaces activities that are redundant or unaligned with strategy.</li></ul>



# COACHING – HIGH RELATIONSHIP, HIGH TASK

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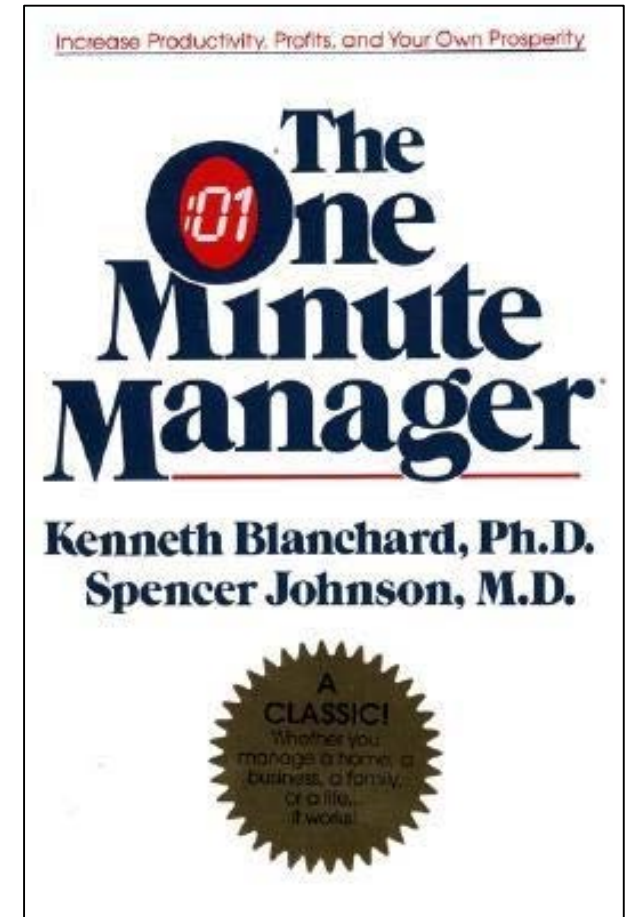
- Be proactive
- Be consistent
- Promote positive interactions
- Focus on desired behaviors
- Develop leaders
- Talk about values
- One on one meetings



# PAY ATTENTION – NOT MONITOR

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- Praising
  - Immediate recognition – Gotcha!
  - Specific examples
  - Sincere gratitude
- Reprimand
  - Meet in private
  - Confirm facts & share feelings
  - Encouragement to correct behavior





# COMMUNICATION, NOT JUST FEEDBACK

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- Schedule as a priority
- Focus on relationships, psychological safety
- Establish, update, check-in on expectations/goals
- Align with organization's priorities
- Share feedback - separate praise, feedback & evaluation\*



# CRUCIAL CONVERSATIONS

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# CANDID CONVERSATIONS

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- Actively listen - 70/30
- Communicate expectations
- Be transparent
- Be curious, ask questions
- Coach to improve/develop
- Agree on actions





# MEANINGFUL ACCOUNTABILITY

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- Achievement-oriented
- Fair and accurate
- Developmental



# REFLECTIONS

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- What can I do differently to improve my relationship with the people that I lead?
- What can I do differently to improve the relationships between the people that I work with?





“People on your team want two things: Make me feel a part of something bigger than me AND make me feel special.”

**MARCUS BUCKINGHAM**



6. Results support purpose & shared values

5. Help each other with commitments

4. Willingness to engage in conflict

3. Trust & transparency

2. Connection & caring

1. Common purpose & shared values

## CREATING A SAFE SPACE - VALUES BASED TEAM BUILDING

# QUESTIONS AND FINAL THOUGHTS

*It's all up to YOU*



THANK YOU

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conversation!



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