

WHAT DO FOOTBALL AND THE WORKPLACE HAVE IN COMMON FROM AN HR PERSPECTIVE?

Now that the 2014 World Cup is about to end, most of us enjoyed some fabulous football moments alongside millions across the globe.

32 national teams participated, and we witnessed extraordinary matches, large losses, fantastic players, failed moves and lots of fouls, penalties & warnings.

So what does all this have in common with the workplace from an HR perspective? Well, there are lots of similarities:

Like football, the workplace is an arena where individuals and teams “play” to achieve goals, and make moves under specific tactics which are subject to rules and monitored by referees, spectators & sponsors.

Exceptional top football players can achieve nothing by themselves without the help of their team members. The combination of team tactics assigned to every individual is what makes the team win. Likewise at the workplace. The team’s exceptional performance is what leads to a win.

Although the effort that players exert during a match is important, it doesn’t matter to anyone because everybody is only interested in winning and counting goals. Likewise, nobody cares how hard someone worked to solve an issue at work; if it was not solved, it’s a missed goal. HR focuses on outcomes and goals, with efficient use of time and resources. Hard work that is put in vain should not, per se, be rewarded, without considering the outcome.

Passing the ball throughout the match in coordinated tactics with regards to players’ moves and their location is another crucial factor that determines successful teams. One can’t just “pass the ball over” to somebody else and consider the job done!

Likewise, passing assignments to a colleague is not the end of one’s responsibility. The way he/she passes it, the pre-passing coordination, and the post-passing behavior, follow up & support are all extremely crucial to where the ball will end eventually (in the opponent’s goal, in the opponent’s hands, or outside the field!)

Through all this, comes the role of the team’s coach, the team’s administration, and the team’s collective spirit.

Putting all the world’s top players within one team once had disastrous playing outcomes. They simply didn’t win!

Although individually they were talented, what were missing were the team spirit, and a successful plan. Indeed it turned out that they simply didn’t have good coaching.

The role of the coach – the leader in HR terms – is indeed critical to a team’s success. The coach should know the characteristics of each player in his/her team, what they are good at, and what they are bad at.



A bad team player behavior leads to bad team performance

He/she should place them in their right locations, assure they have what they need to do what they do best, oversee their training, and most importantly, adopt tactics in place and insure everyone knows how things work and what it takes to win the match.

Spectators are interested in a team's scores, sponsors are interested in a team's popularity, organizers are interested in a team's behavior, and referees are focused on a team's moves and actions. Only teams themselves have the duty to focus on their interaction, tactics and collaborative commitment to ultimately win the match.



Winning often requires extensive coordinated tactics and interaction between players.

FOOTBALL – HR SYNONYMS



Football Players = Work Team Employees



Football Referee = Managers /Best Practices



Football Field = Workplace



Football = Work Tasks



Football Gear = Work Resources



Goal Gate = Team Goals



Football Scores = Achieving Team Goals



Match Time Left = Deadlines



Champion's Cup = Winning Team

NEW AUB SYNDICATE AGREEMENT

A new Collective Labor Contract (Syndicate Agreement) has been signed between AUB and the Workers and Staff Syndicate of AUB. This new agreement will remain in force until June 30, 2015.

In this agreement, new articles that include new benefits have been introduced that are applicable to all employees in grades 1 to 12.

During the previous agreement, the employees must have completed four or more years of service at AUB to benefit from scholarships for their children. This duration has been reduced to two years effective July 2014.

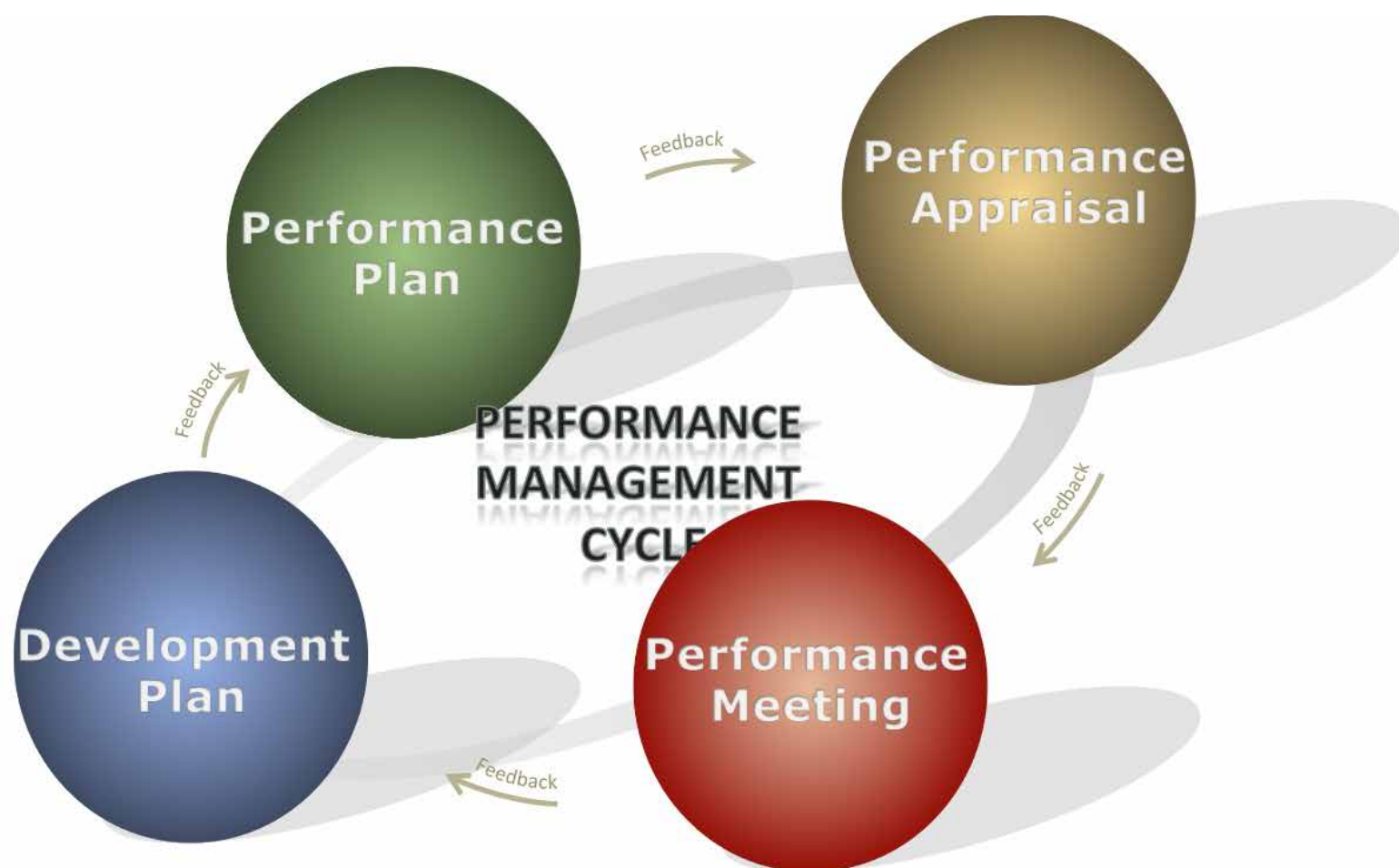
In addition, employees will be eligible for educational scholarships at universities other than AUB for their children (for a maximum of 6,000,000LL per child) and again the minimum years of service for eligibility has been reduced to two years effective July 2014.

As for the additional payment in December, employees in grades 1 to 12 will be granted an amount representing 100% of their monthly basic salary starting December 2014.

The New Syndicate Agreement document can be accessed at: http://www.aub.edu.lb/hr/labor_relations/Documents/collective_labor_contract.pdf



PERFORMANCE MANAGEMENT CYCLE



FEAR OF GIVING AND RECEIVING FEEDBACK



- Why are most of the performance appraisals free from development plans and goals?
- Why are employees always at unease during performance appraisals?
- Why do their friends wish them luck?
- Why do managers hate this exercise?

The perspective of employees receiving the feedback:

- Employees like receiving feedback when they are doing a good job but they do not take the risk of requesting feedback if they are not hundred percent sure that they will be receiving positive feedback.
- They fear being perceived as defenseless and they fear the need to change the way they do things.
- Some receivers believe that the person giving them the feedback is not a competent person and he/she does not know the work well enough to give this feedback.

The perspective of managers giving the feedback:

- Many managers fear that the feedback session may turn into a battle where they are challenged.
- Delivering unsatisfactory feedback creates pressure and makes the employees feel inferior.
- Many of the managers believe that the second the difficult feedback is given, work stops, unhappy faces prevail and personal relations are quickly affected.

Although the above objections are valid, ignoring them is a big deficiency and leads to serious consequences. Both managers and employees have to consider the following:

- Feedback does not mean that the giver is totally right and that the receiver is not.
- Feedback is a call for a give and take and for some healthy discussions that are important and worthy of some time.
- Organizations should evaluate the competence of their managers in terms of giving feedback and coaching, and should train them how to do so accurately.
- Organizations should inform employees that it is their right to receive continuous feedback throughout the year and to ask for it when they feel they need it or are losing direction.
- Feedback serves different aims during different career phases.
 - The newcomers learn from it the basics of work.
 - The midcareer employees learn from it on how to advance their performance and consider chances for improvement.
 - The late-career employees learn how to sustain their productivity.

Feedback is extremely good & healthy in the workplace.

For managers, giving continuous constructive feedback is an important tool for shaping behavior and fostering learning that will drive better performance. For their direct reports, it is an opportunity for development and career growth.

References:

- Eva, K., Armson, H., Holmboe, E., Lockyer, J., Loney, E., Mann, K., & Sargeant, J. (2012). Factors influencing responsiveness to feedback: on the interplay between fear, confidence, and reasoning processes. *Advances in Health Science Education*, 17(1), 1526-.
- London, M. (2003). *Job feedback: Giving, seeking, and using feedback for performance improvement*. Mahwah, N.J: Lawrence Erlbaum Associates.
- Phoel, C. M. (2009, April 27). *Feedback That Works - Cynthia M. Phoel - Best Practices - Harvard Business Review* [Web log post]. Retrieved from <http://blogs.hbr.org/hmu/200904//feedback-that-works.html>

HR FOR NON-HR WORKSHOP MODULES – AN OVERVIEW

The Human Resources Department focused its development plan this year on Human Resources best practices, trends and processes, as we believe that effective organizational performance is derived from productive and well managed teams.

A series of workshops were delivered across a nine month period to AUBMC supervisors and managers from all units and departments.

The aim of these workshops was to train non-HR managers as they are increasingly beginning to take charge of HR responsibilities in their own departments. Training included direct application to AUBMC's policies and procedures and encompassed all aspects of HR as per best-practices.

165 employees attended six workshops outlining seven Human Resources modules: Job Analysis, Workforce Planning, Recruitment & Selection, Training & Development, Talent Management, Total Rewards and Performance Management.

Attendees had the chance to absorb HR skills through various learning methods including but not limited to hands-on activities, exercises, demonstrations, group work, videos, case-studies and live-situation scenarios that all attendees gave positive feedback on.

This is an essential topic a lot of information was shared

I learned something I didn't know

Very Interesting and interactive and very much applicable to our job

learned a lot! I used to be a very bad interviewer

Very effective: direct to the point; very informative in an amusing way.

I like the exercises and the dynamism of the trainer

Some of participants' feedback on the workshop



JOB ANALYSIS



WORKFORCE PLANNING



RECRUITMENT & SELECTION



TRAINING & DEVELOPMENT AND TALENT MANAGEMENT



TOTAL REWARDS



PERFORMANCE MANAGEMENT

2014-2015 HOLIDAY CALENDAR FOR NON-ACADEMIC EMPLOYEES & WORKERS

July 2014	August 2014	September 2014
Jul 29 & 30: Eid El Fitr* 2 Days Ramadan* 2014: Jun 28 – July 27		
October 2014	November 2014	December 2014
Oct 4 & 5: EID El Adha* 2 Days Oct 25: Hijra New Year* 1 Day	Nov 3: Commemoration of Ashoura* 1 Day Nov 22: Independence Day 1 Day	Dec 24 & 25: Christmas 2 Days
January 2015	February 2015	March 2015
Jan 1: New Year's Day 1 Day Jan 3: Prophet's Birthday* 1 Day Jan 6: Christmas (Armenian) 1 Day	Feb 9: St. Maroun's Day 1 Day	
April 2015	May 2015	June 2015
Apr 3: Good Friday (Latin) 1 Day Apr 6 or 13: Easter Monday (Latin) or Easter Monday (Greek Orthodox) 1 Day Apr 10: Good Friday (Greek Orthodox) 1 Day	May 1: Labor Day 1 Day	

* Tentative Dates: The dates are for informational purposes only. A circular will be sent in due time via e-mail.

HR QUIZ #2: PERFORMANCE MANAGEMENT

1. Which of the following is **not** part of the Performance Management process?
 - a. Providing feedback
 - b. Setting goals
 - c. Promotion
 - d. Coaching
2. When do employees not like receiving feedback?
 - a. When they are not sure that what they receive will be positive
 - b. When they love to change the way they do things
 - c. When they think they know best about their job
 - d. a & c
3. When do managers not like to give feedback?
 - a. When they want to avoid negative tension with the employee
 - b. When they foster constructive feedback throughout the year
 - c. When a healthy atmosphere of continuous feedback is prevalent
 - d. When the manager has good coaching skills
4. What are the benefits of the Performance Management process?
 - a. Provide continuous feedback on performance
 - b. Know supervisor's expectation
 - c. Reconsider departmental goals
 - d. Identify development opportunities
5. Which of the following statements is **true**?
 - a. Performance management is the same thing as performance appraisal
 - b. Development plan has nothing to do with performance management
 - c. Employee-supervisor meeting is an essential step in performance management
 - d. It is advised that feedback on performance be done in a single annual meeting
6. Regarding performance goals:
 - a. Goals have nothing to do with performance
 - b. Individual goals should be separated from departmental and organizational goals
 - c. Goals set in consultation with the manager
 - d. None of the above is true
7. A manager during the performance meeting should do the following:
 - a. Focus only on past performance, leave future improvement till next year
 - b. Concentrate mainly on negative achievements
 - c. Compare the assessed employee with others
 - d. Do all the talking
 - e. Be aware of personal biases and prejudices

Submit your answers to ha41@aub.edu.lb (put HR quiz in the subject). Winners' names will be displayed in our next HR Newsletter.

WINNERS OF LAST HR QUIZ



Ms. Asma Bazzi
Clinical Department Administrator
- Environmental Core Laboratory



Mr. Georges Abi Saad
Specialty Clinics Supervisor
Specialty Clinics Administration



Ms. Rula Antoun
Senior Clinical Applications Analyst
IT Medical Center Processes
and Systems