PERFORMANCE MANAGEMENT WORKSHOP

Guidelines for Supervisors
Your ability as a manager is measured by what your employees do.

What is the function of a manager?

- Getting things done through others

- May also include a technical component

- Managing the work *behaviors* of your employees
  - Behaviors can be observed, measured, recorded
  - Avoid blaming poor performance on attitude
    - Presumes you know what employee is thinking
    - Takes you out of the equation
How do you manage the work behaviors of your employees?

- Planning
- Organizing
- Directing
- Coordinating
- Controlling
- Coaching

- Motivators for high-level performance:
  - Achievement
  - Recognition
Why don’t employees do what they’re supposed to do?
Why don’t employees do what they’re supposed to do?

- They don’t know what they’re supposed to do
- They don’t know how to do it
- They don’t know why they should do it
- They think they are doing it

- Lack of direction
- Lack of communication
Employees don’t know **what** they’re supposed to do.

- Expectations are not specific
  - When to begin
  - When to end
  - What finished is supposed to look like

- Priorities are not stated

- Changes to expectations and/or priorities are not communicated
Employees don’t know how to do it.

- Training is non-existent or inadequate.
- Opportunity to practice is not provided.
- Lack of readiness testing.
Employees don’t know why to do it.

Sharing ‘big picture’ with your employees:

- Gives sense of purpose to work
- First line employee is closest to the process; facilitates informed decision-making
- Part of understanding and having expertise is being aware of larger picture
- Promotes sense of community
- Gives employee the security to handle constructive criticism
Employees think they’re doing it.

- Does your employee know what finished is supposed to look like?
- Is there a yardstick for self-feedback?
- Are you providing appropriate feedback?
Positive Feedback & Praise

The best performance review is the capstone of a year’s worth of conversation.
Behavior is a function of its consequences.

~ Ferdinand Fournies, 2000
Informal Praise

- Acknowledge specific work
  - Success or improvement
- Explain how something that the employee did made a tangible difference to you or to the dept.
- Recognize the employee’s work in front of others
- Give credit for work abundantly
- Recognize when a project is conference/publish worthy – make such a recommendation
Formal Praise

- Remember to note especially fine work in the year-end evaluations.
- Take the employee to lunch after completing an especially important project or piece of work.
- Schedule skip level lunches so that the employee has the opportunity to discuss work with your boss.
- Nominate the employee for the Pride in Performance or President’s Awards.
Constructive Criticism

- The less feedback (praise or constructive criticism) that you provide throughout the year, the less prepared your employees will be to receive feedback.

- Not addressing a problem behavior is the same thing as saying that the behavior is OK.

- Only address those behaviors that are truly important to you and will make a difference in productivity or work environment.
Step 1: Address Specific Behavior

- “You are not completing some of your work as thoroughly as necessary.”
Step 2: Provide A Concrete Example

- “For example, yesterday, when you returned from loading the material, you did not log any of the afternoon’s entries.”
Step 3: Illustrate Why It’s A Problem

- “Because you did not log the afternoon’s entries, I was not able to complete the budget report in a timely fashion.”
Step 4: Allow the Employee to Respond

- “Help me understand what happened.”
  or
- “What can I do to better explain the process?”
  or
- “Let’s take a chance to review expectations.”
Step 5: Establish the Follow Up

- **Behavior** — “It is important to consistently log all entries each afternoon before you leave. If you cannot finish the afternoon entries, you need to tell me as soon as you realize the problem.”

- **Consequence** — “I am happy to help you if I know in advance, but not telling me and then leaving is problematic. If that happens again, I’ll need to address the matter in a formal write-up.”
Give the Conversation Flexibility

- “Do you know that...”
  or
- “Are you aware that.....”
  or
- “I’m sensing that I may not have been clear on....”
Avoid Exaggeration

- “You always...”
  or
- “You never...”
  or
- “Every time...”
  or
- “We are constantly having to...”
Reduce Personal Defensiveness

- “It’s important to me that you are successful, so I need to tell you that....”
  
or
- “In order to take your professional excellence to the next level, you will need to .....”
  
or
- “You have focused effectively on A and B. Going forward, I need you to focus on D equally as much.”
  
or
- “You are focusing on A, but you really need to focus on B.”
Deal with Work Behavior

Avoid the Personal

- You don’t seem to care about work.
- You don’t mind if you keep people waiting.
- You are irresponsible.
- You have no work ethic.
- You have a bad attitude.

Focus on Work

- You finish your work quickly, but it often has to be re-done.
- People often have to wait because you are consistently 10 minutes late.
- You miss meetings on a regular basis, most recently on 6/1.
- Your personal phone calls are excessive and need to be limited to 1-2 very brief calls per day unless there is an emergency.
Formal Performance Review Process

- 90 Day Review
  - Performance conversation at end of probationary period
    - New Hires
    - Transfers
  - Fit with Position
  - Fit with Messiah
  - Potential for future success in role
  - Send review form to Human Resources
Performance Appraisal

□ What is it?
  ▪ Annual review
  ▪ Self-evaluation component
  ▪ Supervisor assessment

□ Why do we do it?
  ▪ Capstone of ongoing performance conversation
  ▪ Employees who understand your expectations and where they stand are more engaged, productive
  ▪ Not tied to compensation change
  ▪ Maintained in employee personnel file in Human Resources
Planning for a successful appraisal

- **Maintain log throughout the year**
  - Points of excellence
  - Points of concern

- **Gather feedback**
  - Partnering departments
  - Employee’s customers

- **Schedule uninterrupted time for review**
Appraisal formats

- Standard forms available on HR website
  - Staff
  - Admin

- Customized template
  - Job Knowledge, Work Quality & Management of assigned duties
  - Employee Relations & Teamwork
  - Customer Service & Responsiveness
  - Planning & Organization
  - Judgment & Decision Making
What is included in an effective appraisal?

- Discuss job assignment
- Discuss work environment
- Re-affirm employee contributions
  - Provide specific examples of successes
- Address areas for improvement
  - Provide specific examples of weaknesses
Be Sure to Avoid

- Do not focus on one specific event or incident – review the entire year.
- Do not go by your memory alone.
- Length of service does not automatically mean better performance.
- Do not overrate under performers as a motivational tool.
- Do not avoid the truth.
- Do not rush the performance review meeting.
Available Resources

- Manager’s performance log
- Guide for addressing problem behavior

On the website...
Works Cited