

Performance Management

ND Community Action Partnership
September 14, 2022

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TrainND

Course Objectives

- Consistently and accurately evaluate employee performance
- Establish a shared understanding about what needs to be achieved
- Align the organizational objectives with the employees' skills, competency requirements, development plans and the delivery of results
- Follow a fair and objective plan for progressive discipline

What is a Performance Management System?

Set performance goals



Provide coaching and feedback



Measure and evaluate



Manage performance gaps

Creating Individual Goals

Organization's mission statement



Your job description



Performance standards



Action plan

Ben & Jerry's Product Mission

To make, distribute, and sell the finest quality all-natural ice cream and euphoric concoctions with a continued commitment to incorporating wholesome, natural ingredients and promoting business practices that respect the Earth and the Environment.

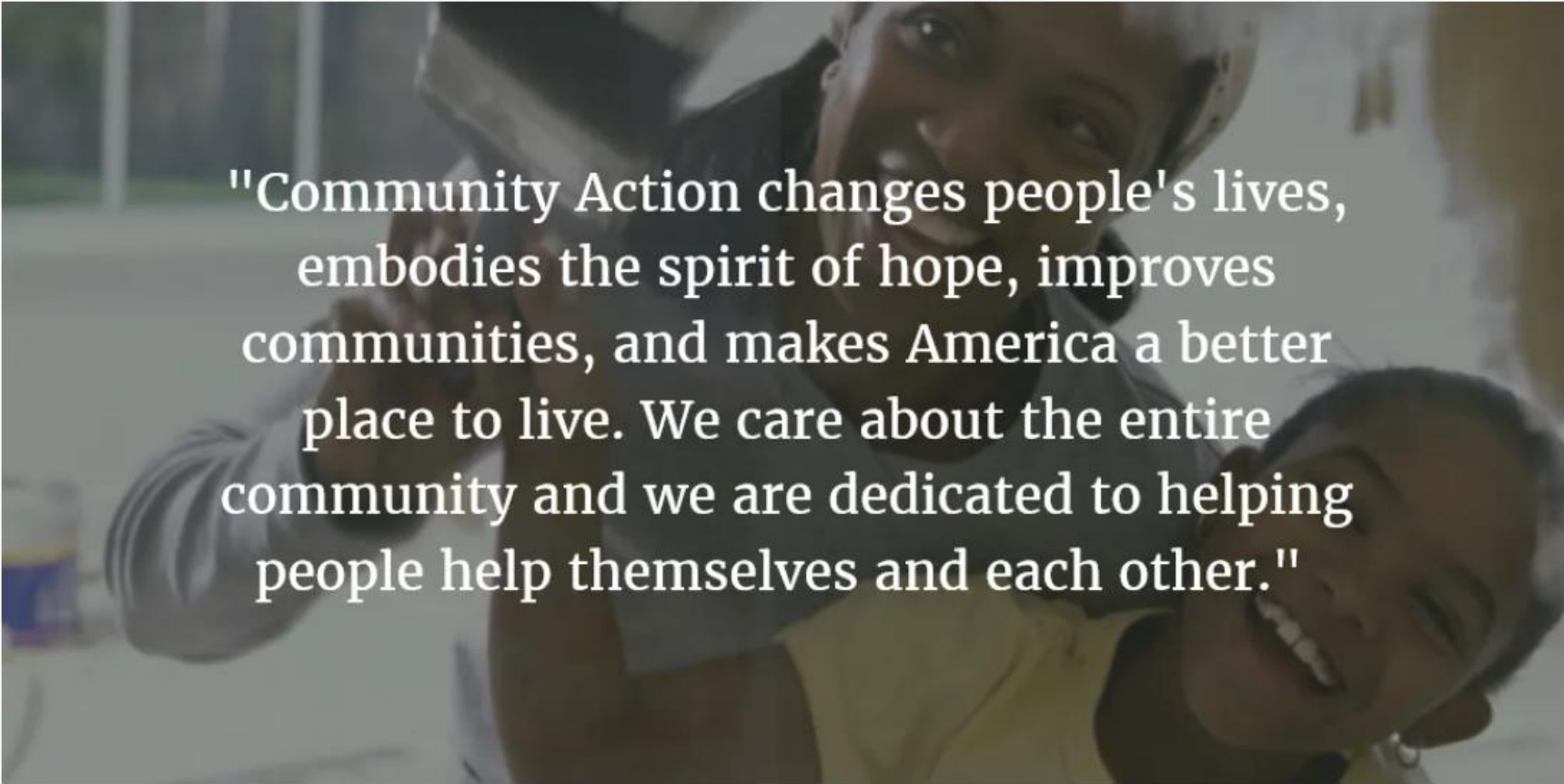


Microsoft's Mission Statement

- Our mission is to empower every person and every organization on the planet to achieve more.



Satya Nadella
Chairman and Chief Executive Officer
Microsoft.



"Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community and we are dedicated to helping people help themselves and each other."

Common Goal-Making Mistakes

- Conflicting Goals
- “Wantism” rather than realism
- Too high/too low
- Horizon Too Long

Writing Performance Standards

- Describe performance expectations
- Specify acceptable margin for error
- Checking your standards

Creating the Action Plan

1. For each performance standard, identify the necessary chain of actions
2. List the projected results, measurement criteria, and specifics of what you'll be measuring
3. Note any barriers or obstacles, the resources needed to remove those barriers, and the person to contact

The Key to Giving Feedback

Make it frequent and positive.

Employees will be more receptive to your advice when they know you have confidence in them.



SMART Coaching



- **S**et people up for success.
- **M**ake an observation.
- **A**ssume positive intent.
- **R**ecreate the specific behavior.
- **T**alk about the future.

Negative Feedback Cycle

Manager unconsciously communicates negative expectations

Original expectations become true



Criticizing
Interrupting
Providing minimal positive feedback
Paying less attention

Employee adjusts behaviors to match expectations

What's the TRIC?

- **T**ell the specific behavior.
- **R**ecognize what you are feeling.
- **I**dentify the replacement behavior.
- **C**onfirm understanding.



Manager's Checklist

- Observe your employee's work performance
- When the performance you observe is significant, document your observations
- Give frequent feedback

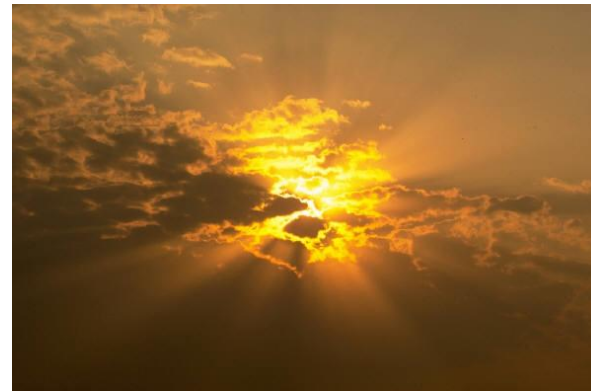
Measuring and Evaluating Performance

- ◇ Measure what matters
- ◇ Keep it simple

**High employee value,
low customer value**



**High employee value,
high customer value**



**Low employee value,
high customer value**

**Low employee value,
low customer value**

Ask Your Employees

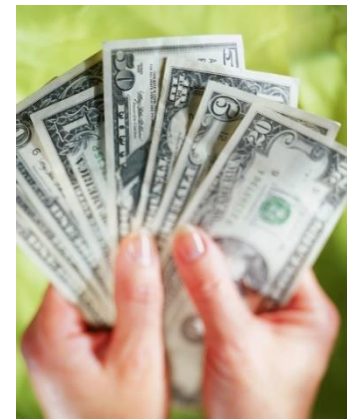


- A study of incentive plans in 144 U.S. companies by Towers Perrin found that plans with the highest level of effectiveness also had the highest levels of employee involvement.

Categories of Rewards



Congratulations



Reward by Removing Obstacles

Office Politics

Lying

Underutilizing
Employees

Unclear
Expectations



Tolerating Poor
Performance

Unnecessary
Rules

Unfair
Treatment

Unproductive
Meetings

Internal
Competition

Withholding
Information

Too Much
Criticism

Recognizing Performance Gaps

- **Why confront problems early?**
 - ◇ Prevent slowdown
 - ◇ Assist employee in improving performance quickly
 - ◇ Prevent lower levels of performance from becoming standard
- **Performance problem examples**

Typical Problem Issues

- Poor quality
- Not meeting deadlines
- Slow
- Inadequate skills
- Doesn't get along with others
- Abusing privileges
- Absenteeism
- Passing the buck
- Blaming others
- Creating bottlenecks
- Personal issues affecting work performance



Improving Poor Performance

- ◇ Redesign the job
- ◇ Change the criteria for successful performance
- ◇ Provide assistance with mental tasks
- ◇ Provide assistance with physical tasks

Establishing Consequences for NonPerformance

- ◇ The main objective of discipline should be to correct, not to punish.
- ◇ In case of a serious offense, the early steps may be skipped.
- ◇ The severity of the consequence should match the severity of the offense.
- ◇ Progressive discipline needs to be consistently applied to avoid employees feeling discriminated against.

Specific Documentation

Vague

1. Lacks Customer orientation
2. Is chronically absent
3. Work quality is poor
4. Unmotivated
5. Ignores customers

Specific

- 1.
2. .
- 3.
- 4.
- 5.

Specific Documentation

Vague

1. Lacks customer orientation
2. Is chronically absent
3. Work quality is poor
4. Unmotivated
5. Ignores customers

Specific

1. Doesn't greet customers quickly.
2. Was absent six days in the last month.
3. Has an error rate of 10%.
4. Doesn't complete work assignments by specified due dates.
5. Doesn't make eye contact and talks to other employees rather than to customers.

Progressive Discipline

- Step 1: Verbal reminder
Goal: Gain the employee's verbal agreement to acknowledge and solve the problem.
- Step 2: Written notification
Goal: Gain the employee's written agreement to change.



Progressive Discipline (cont.)

- Step 3: Decision-making day
Goal: Provide the employee with one day to choose to stay and improve or leave.
- Step 4: Termination
Goal: Terminate the “unrecoverable” employee in a way that minimizes the employee’s pain and protects the organization from lawsuits.

Questions



Performance Management – Carla Hixson

Additional Sessions with Carla:

- **True Colors**

This interactive, entertaining and easy way to remember personality trait preferences will provide your employees with new tools to understand and appreciate themselves, others and your clients more fully. Knowing each other's True-Colors can help build teamwork and communication skills within your company.

- **Teambuilding**

Organizations hire individuals, but almost all employees work in one or more teams. This session is designed to increase team productivity. Overall outcomes are to create an atmosphere where cooperation takes the center stage, individuals learn about each other's problem-solving strengths, promote ownership of outcomes, and increase communication of team members.

- **Effective Communication Skills**

Communication can be considered one of the building blocks of our society. It is what allows people to connect daily through the sharing of knowledge, thoughts, feelings and wants. Utilizing effective communication is a must-have skill for any business professional. Knowing how to listen well and communicate clearly helps individuals express themselves efficiently and effectively in the workplace. This Effective Communication Skills session aims to help develop individual communication strengths and grab techniques to add into existing communication skillsets.

- This workshop will cover:
 - The importance of effective communication at work
 - Communication skills for the workplace that everyone should master
 - Activities that improve communication in the workplace

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Published by HRDQ

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