

HUMAN RESOURCES



Performance Management



Performance Management Training

WELCOME!

Workshop Objectives

Understand
Performance
Management

Goal Setting
and
Development
Plans

Feedback

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Understand Performance Management

Performance Management

- ***What it is not?***

- “Micro-managing”
- A form
- One-way conversations

- ***What it is?***

- Goal-oriented
- Constant communication
- Coaching and Feedback

It is much more difficult to measure non-performance than performance.

*Harold S.
Geneen*



Performance Management

An ongoing, continuous process of communicating and clarifying job responsibilities, priorities and performance expectations in order to ensure mutual understanding between supervisor and employee.

Performance Management – Why is it important?

- T or F Most employees care about their performance
- T or F Employees perform better if they have clear goals
- T or F Most people want to be recognized for good performance
- T or F Clear expectations reduce employee relations issues

Management is doing things right; leadership is doing the right things.

Peter F. Drucker



WHY ARE PERFORMANCE REVIEWS IMPORTANT?

- Provides an opportunity for you to recognize and reward employees for their performance
- Allows you to provide feedback
- Helps your employees improve and grow

Performance Appraisal versus Performance Management

Appraisal

- One-time event
- Retrospective
- Short-term
- Correction-oriented
- Assigning ratings

Management

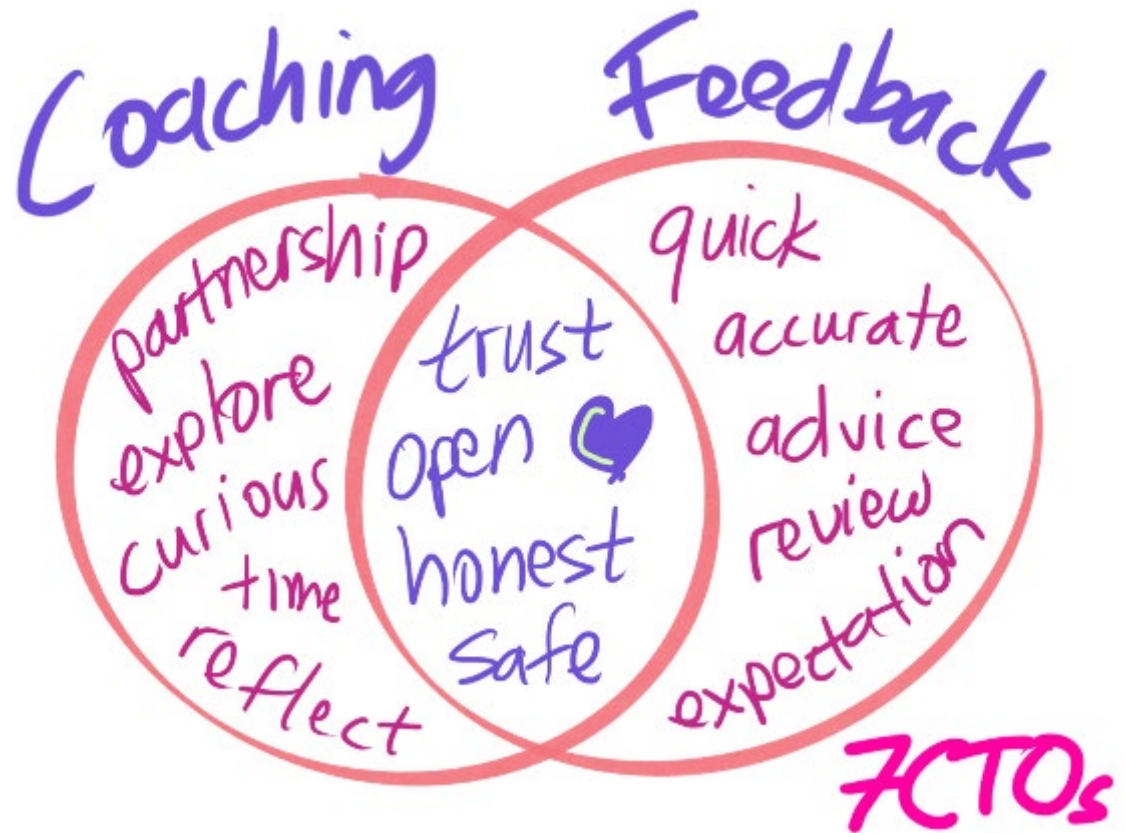
Ongoing
Prospective
Long-term
Progress steps
Planning/goal-setting

“Always treat your employees exactly as you want them to treat your best customers.” Stephen R. Covey

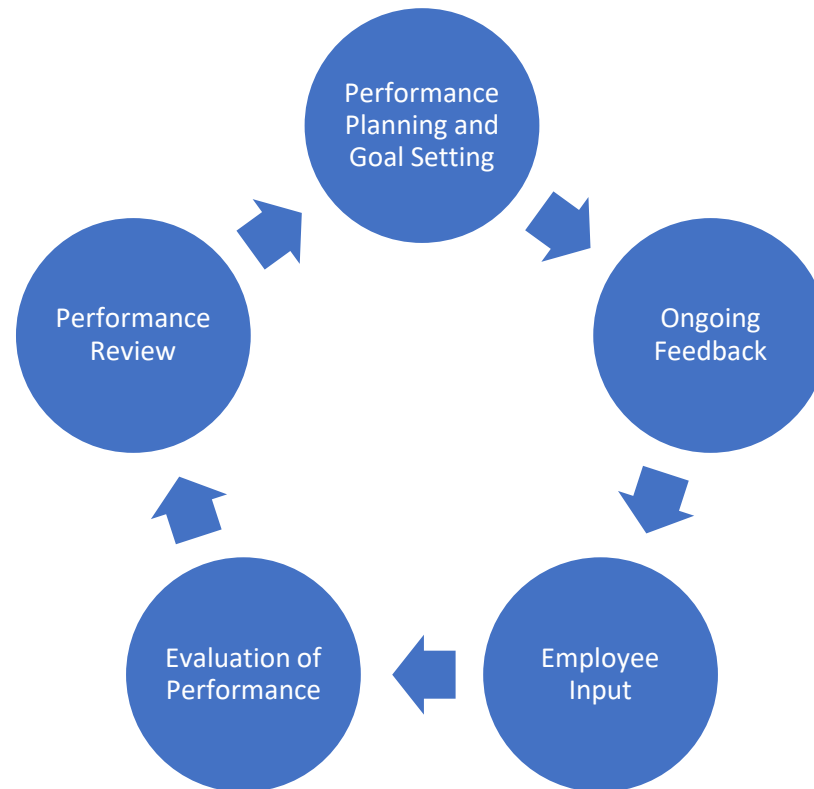


Performance Management Trends

- Feedback
- Coaching



The Performance Management Continuum



Performance Management Responsibilities



Management Responsibilities

1. Define the job
2. Set performance expectations
3. Provide ongoing communication and documentation
4. Evaluate job performance
5. Review & plan with employee



Employee Responsibilities

1

Participate in all phases of the performance management process

2

Understand performance expectations

3

Understand how performance expectations are measured

4

Understand how expectations relate to strategic objectives

Employee Responsibilities

Perform

Perform their work in a way that meets or exceeds expectations

Communicate

Communicate successes and problems

Ask

Ask questions about their job

Ask

Ask questions about performance expectations and the measures

Seek

Seek ways to grow your career – training, etc.

Elements of Performance Management



Goal Setting

Common Types of Goals

- Organizational goals
- Job description goals
- Project goals
- Behavioral goals
- Stretch goals



Activity

- Think about and jot down one (1) work goal or challenge you're currently facing
- At what stage are you in the process

Goal Setting is

- A Success requirement
- A Joint-Effect
- Implemented and evaluated regularly
- SMART

If you don't know where you are going, how can you expect to get there?

Basil S. Walsh





Performance Review

EMPLOYEE PERFORMANCE EVALUATION

Name:

Department:

Job title:

Date of Appraisal

Performance Review Systems

- Ranking
- Forced distribution
- 360-degree feedback
- Competency-based
- Management by objectives
- Graphic rating scales
- Behaviorally anchored rating scales



Performance Rating Errors

- Lack of differentiation
- Recency effect.
- Halo/horns effect.
- Personal bias/favoritism.
- Inaccurate information/preparation



Avoiding Rater Errors

Tips to avoid rater errors:

- Make objective statements – “Jorge arrived late on four occasions” rather than “Jorge is always late.”
- Consider the totality of the employee’s performance over the entire review period.
- Make and keep adequate records with specific examples.
- Establish milestones for progress reviews.
- Seek input from other managers or human resources.
- Participate in an organization-wide calibration process.

Development Plan

- Employee information.
- Relevant dates.
Description of performance discrepancy/gap.
- Description of expected performance.
- Description of actual performance.
- Description of consequences.
- Plan of action.
- Signatures of the manager and the employee.
- Evaluation of plan of action and overall performance improvement plan.
- Statement regarding expectations.

Creating a Development Plan

Identifies Strengths



Areas of Development



Professional Goals



A Living Document



Collaborative & Supportive



“Research indicates that workers have three prime needs: Interesting work, recognition for doing a good job, and being let in on things that are going on in the company.”

~ Zig Ziglar



Feedback





Providing Feedback

“We all need people who
will give us feedback.
That’s how we improve.”
Bill Gates



Feedback

“The bold-faced benefits of receiving feedback well are clear: our relationships are richer, our self-esteem more secure, and, of course, we learn – we get better at things and feel good about that.” Thanks for the Feedback

So why is it so hard?





“Thanks for the Feedback” - How to use others' feedback to learn and grow by Sheila Heen

Providing Continuous Feedback

- Effective performance management systems include a process for continuous feedback.
- Establish milestone dates for periodic monitoring of performance objectives and progress reports in objective terms.
- Be aware that goals or objectives may need to be changed or retargeted during the review period.
- Maintain open communication channels to ensure that issues are elevated quickly and resolved timely.
- Coach, assist and/or redirect employees who request assistance and those who are failing to meet standards.

Types of Feedback

Appreciation

- Motivates
- Encourages

Coaching

- Increase KSA
- Builds relationships

Evaluation

- Assessment
- Aligns expectations
- Tells you where you stand

Feedback Triggers

Truth Triggers

Relationship Triggers

Identity Triggers

Two-way Communication

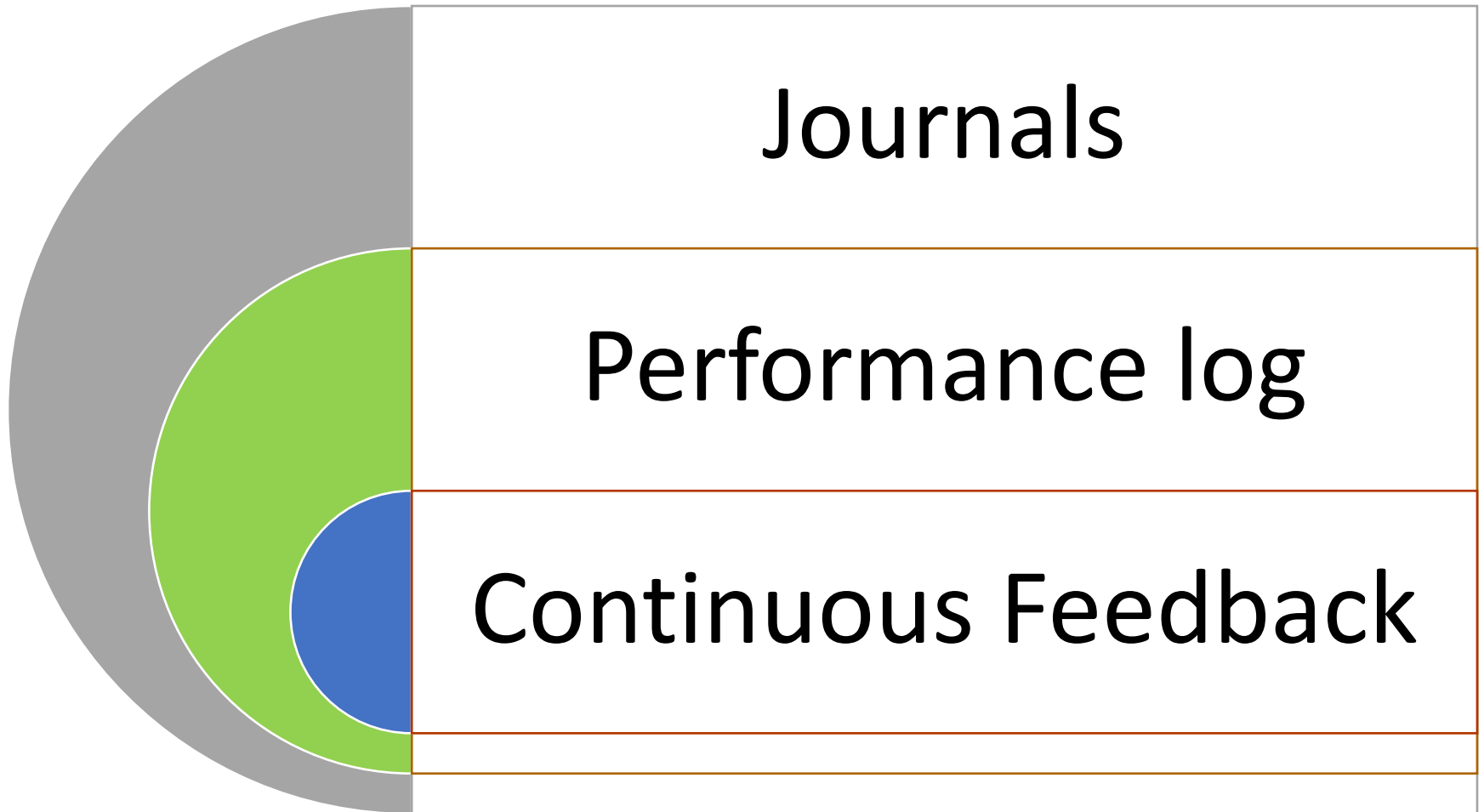
- Supervisors are encouraged to include employees in goal setting
- Employees are encouraged to ask for feedback
- Employees will have to opportunity to offer supervisory feedback

Our chief want is someone who will inspire us to be what we know we could be.

*Ralph Waldo
Emerson*



How Do I Keep Track?



Two-way Communication

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In Summary



Understand
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Feedback



Thank you!



Resources

Books:

1. Thanks for the Feedback By Douglas Stone & Sheila Heen.

Thanks for the Feedback | Doug Stone & Sheila Heen
| Talks at Google - <https://youtu.be/SggjK0Gm3I4>