

# PERFORMANCE MANAGEMENT

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## What is Performance Management?

- ✓ Setting and Clearly Communicating
  - Performance Standards
  - Expectations
- ✓ Observing and Providing Feedback
- ✓ Conducting Appraisals

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## Begin by Establishing Performance Standards

- Collaborate Process
- Define Specific Results
  - Support organizational growth
  - Support employee professional development
- Discuss continually throughout the year
- Measure employee performance against standards
- Write new goals each year

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## Performance Standards – Guiding Principles

### Effective Performance Standards:

- Serve as objective basis for communicating about performance
- Enable the employee to differentiate between acceptable and unacceptable results
- Increase job satisfaction because employees know when tasks are performed well
- Inform new employees of your expectations about job performance
- Encourage an open and trusting relationship with employees

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## Performance Standards - Characteristics

Write performance standards for each key area of responsibility on the employee's job description

- Quantity
- Quality
- Timeliness
- Effective Use of Resources
- Effects of Effort
- Manner of Performance

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## Performance Measurement

- Direct Observation
- Specific work results (tangible evidence that can be reviewed without the employee being present)
- Reports and records, such as attendance, safety, inventory, financial records, etc.
- Commendations or constructive or critical comments received about the employee's work

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## Coaching – Performance Management Tool

*A leadership tool that supports others to successfully address challenges and produce results*

- Strengthen communication between you and the employee
- Help the employee attain performance objectives
- Increase employee motivation and commitment
- Maintain and increase the employee's self-esteem

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## Coaching – Key Elements

- Coach when you want to focus on a specific aspect of performance.
- Advise the employee ahead of time on issues to be discussed.
- Agree on action to be taken.
- Schedule follow-up meeting(s) to review results.
- Recognize successes and improvements.
- Document all coaching and counseling sessions, noting day, date, time and key elements.

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## Coaching – Questions to Consider

- ✓ How is the employee expected to perform?
- ✓ Does the employee understand these expectations? If not, why not?
- ✓ Does the employee know what success looks like? How do you know?
- ✓ Does the employee know the performance is marginal? How do you know?
- ✓ Are there obstacles beyond the employee's control? Can you remove them?
- ✓ Has the employee ever performed this task satisfactorily?
- ✓ Is the employee willing and able to learn?
- ✓ Does satisfactory performance result in excessive work being assigned?
- ✓ Does unsatisfactory performance result in positive consequences such as an undesirable task being reassigned?

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## Coaching - Behaviors

- Focus on Behavior, *not* Personality.
- Ask the employee for help in problem identification and resolution.
- Set specific goals and maintain communication.
- Reinforce for the employee the value of the work and how it fits in with the mission, vision, values and goals of the work unit or department.

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## Coaching - Poor Work Habits

- Describe in detail the poor work habit observed.
- Say why it concerns you.
- Tie it to the performance standards and goals.
- Ask why it occurred. Listen *non-judgmentally*.
- Describe the need for change and ask for ideas.
- Agree on specific actions to be taken and set a specific follow-up date.

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## Performance Appraisal – Guiding Principles

Goal - Help the employee feel:

- Positive about the job
- Motivated to do well and to grow
- Benefited by specific, constructive feedback
- Appreciated for specific contributions
- Informed about current and future performance objectives
- Involved as a participant in the process

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## Preparing for Performance Evaluations (1)

1. Give the employee a list of questions to consider. Sample questions might be:
  - What have been your major accomplishments?
  - What could you have done better?
  - What could I do as your supervisor to help you do your job better?
  - Would you like to see your responsibilities change? If so, how?

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## Preparing for Performance Evaluations (2)

Prepare a draft appraisal, making sure you have as much information as possible, including:

- job description
- performance standards
- previous appraisals
- letters of commendation and/or criticism
- samples of work
- records of disciplinary action

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## The Performance Evaluation Discussion

- ✓ Create a supportive environment. Be non-threatening.
- ✓ Discuss key areas of responsibility; give examples of specific results. Have the employee go first. Ask lots of questions. Make sure you understand the employee's point of view.
- ✓ Discuss what could have been done better. Listen to the employee's explanations.
- ✓ Ask your employee for help in resolving problems. Be sure employee takes responsibility for improvement.
- ✓ Make sure you and the employee have the same understanding of future expectations.
- ✓ Give positive recognition for performance that reinforces the goals of the work unit.
- ✓ Discuss the employee's interests and potential new responsibilities.
- ✓ Conclude on a positive note, emphasize the benefits of your dialog.

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## Realities

- Employees hate performance reviews as much as the managers who have to give them.
- Supervisors need support and training for this task

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## Acknowledgement

Material for this presentation is from:

The University of California San Francisco *Guide to Managing Human Resources*,  
Chapter 7, "Performance Management"

<http://ucsfhr.ucsf.edu/index.php/pubs/hrguidearticle/chapter-7-performance-management/>

Another Good Resource:

Managers Who Lead: A Handbook for Improving Health Services  
Management Sciences for Health – c 2005

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