



Human Resources Training

Performance
Management Training

Leadworkers:
Managing Employee
Performance

December 2010

Objectives

By the end of this session participants will be able to:

- Understand the definition and duties of Lead Work
- Understand the elements of a successful performance management system.
- Locate and utilize workplace and performance expectations.
- Utilize the reinforcing and redirecting feedback model to provide coaching and counseling.
- Be able to provide effective performance evaluation input.

Lead Worker - Definition

SEIU Contract: Article 20,
Section 5, “Lead Worker
Differential” states:

“Lead work differential shall be defined as a differential for employees who have been formally assigned by their supervisor in writing, “lead work” duties over two (2) or more bargaining unit employees in an equivalent or lower salary range for ten (10) consecutive work days or longer.”

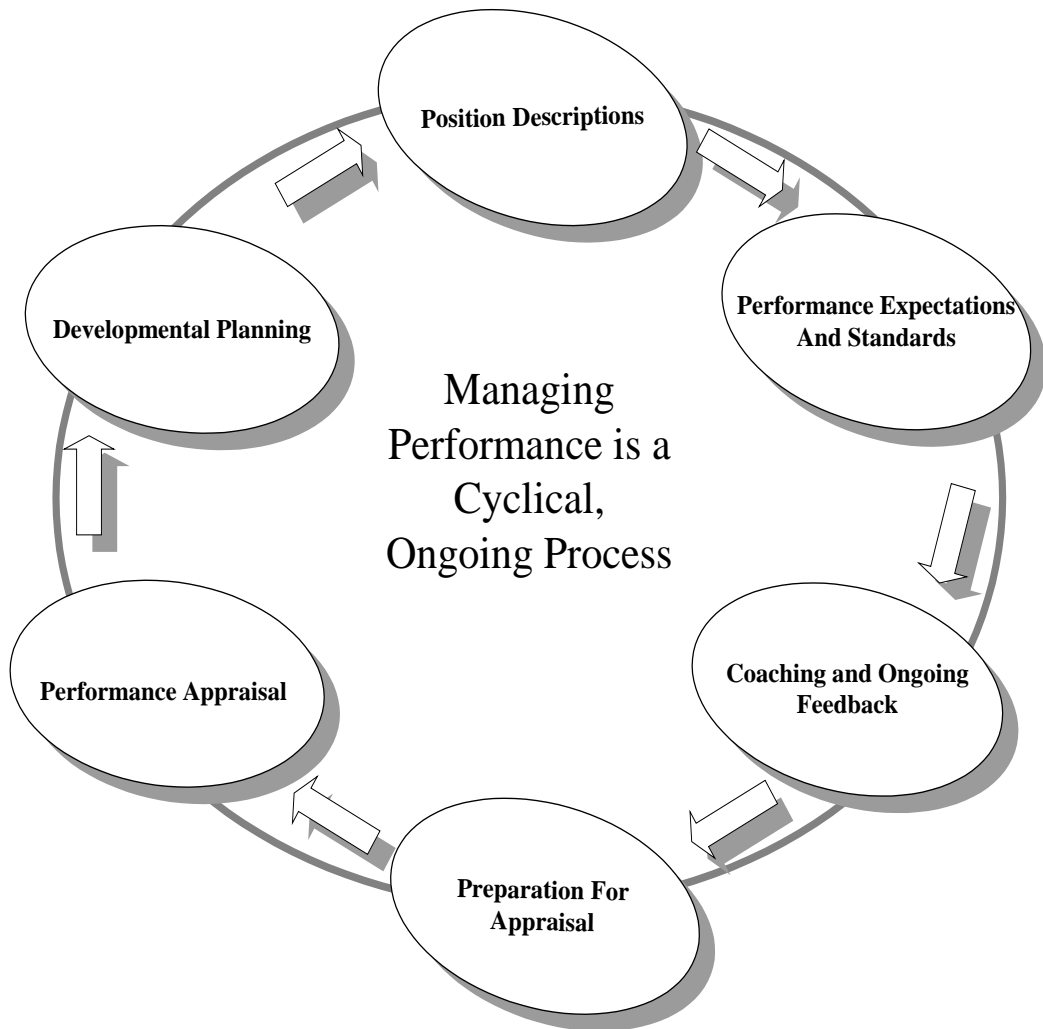
Lead Worker - Specific Duties

Article 20, Section 5, also states:

“Lead work is where, on a recurring basis, the employee has been directed to perform substantially all of the following functions:

1. Orient new employee, if appropriate;
2. Assign and reassign tasks to accomplish prescribed work efficiently;
3. Give direction to workers concerning work procedures;
4. Transmit established standards of performance to workers;
5. Review work of employees for conformance of standards; and
6. Provide informal assessment of workers' performance to the supervisor

Performance Management Cycle



Expectations Of You As A Leader

- Ask for performance
- Clearly articulate expectations
- Acknowledge/reinforce the good
- Model behaviors you expect (Walk the talk)
- Refuse/redirect the bad
- Provide regular performance feedback - (NO SURPRISES)

Expectations

Workplace Expectations

are shared with all employees and are directed towards acceptable behavior and conduct in the workplace.

Performance Expectations

are used to evaluate an employee's performance.

These are written specifically for the employee based on their current workload, projects and position description.

Workplace Expectations

Workplace Expectations
are:

- Shared with all your employees
- Typically captured and distributed in writing
- Are directed towards behavior and conduct in the workplace

Sources of Workplace Expectations

Workplace Expectations are found in:

- WOU Mission and Values
- WOU policies and procedures
- OUS policies and procedures
- Unit Guidelines and Desk Manuals
- Employee Handbook
- Position Descriptions
- Supervisory Directives
- Current Union Contract

Workplace Expectations

Remember:

- Actively listen
- Lead by example
- Recognize staff for meeting or exceeding
- Hold staff accountable
- Regularly communicate expectations
- Be mindful of your method of communicating your expectations

Performance Expectations

Performance Expectations are:

- A shared understanding of performance standards
- The basis for evaluating employee performance
- Based on the current workload
- Written specifically for the job and based on the position description

Performance Expectations

Without clear expectations, employees...

- waste effort
- waste time doing unneeded work
- worry about not knowing if they are doing the right things

With clear expectations, employees...

- understand why they are doing their work
- understand what exactly they should be doing
- understand the relative importance of different parts of their jobs

Performance Expectations

Written Performance Expectations:

- Establish performance standards
- Employee performance compared to mutually understood standards
- The gap between expected and actual employee performance can be measured
- Minimize ambiguity in providing feedback regarding performance
- Exist whether or not they are discussed or put in writing

Performance

When performance is measured, performance improves.

When performance is measured and reported back, the rate of improvement accelerates.

- Thomas S. Monson

Coaching and Feedback

Feedback must...

- Be focused on facts, not attitude
- Be detailed
- Be accurate
- Be future oriented
- Be supportive
- Be timely
- Be continual

Coaching and Feedback

Coaching and Feedback can help to:

- Improve performance;
- Maintain standard performance;
- Encourage employees to exceed performance standards; and
- Assist employees in developing new skills.

Two Types of Feedback

1. **Reinforcing feedback** is used to tell employees what they are doing right.
2. **Redirecting feedback** highlights a gap between expected performance and actual performance.

Reinforcing Feedback

A Four Step Process:

1. **Intention** – be clear acknowledging behavior you want to see continue.
2. **Description** – specifically describe the action or communication you are reinforcing.
3. **Effect of Behavior** – tell the employee how their behavior contributes positively to the workplace.
4. **Appreciation** – tell the employee you appreciate their behavior and its positive impact.

Redirecting Feedback

A Seven Step Process:

1. **Intention** – be clear in purposefully redirecting the behavior you want to see changed.
2. **Description** – specifically describe the actions or communication you are redirecting.
3. **Effect of Behavior** – tell the employee how their behavior negatively affects to the workplace.
4. **Ask the “Big Picture” Question** – “Was there something that prevented you from/caused you to _____?”

Redirecting Feedback

A Seven Step Process: (continued)

5. **Expectation** – tell the employee what you want to see/hear them do in the future.
6. **Ask the second “Big Picture” Question** – “Is there anything that is going to get in your way of being able to make this happen?”
7. **Appreciation** – tell the employee you appreciate their listening to you and you look forward to seeing the new behavior and its positive impact.

Redirecting Feedback

Encountering the 3 R's:

- Reluctance
- Resentment
- Resistance

Feedback Tips

*People who are **unmotivated to listen**:*
Respond by 'contracting' on how to engage in feedback. Two-way agreement involves both parties.

*People who are **uncommitted to action**:*
Respond by linking the feedback to the goals of the organization.

*People who are **angry or upset**:*
Respond by showing empathy; acknowledge the emotion; give permission; give space and time; proceed gradually; partial acknowledgement, if appropriate.

*People who **disagree** with you:*
Respond by giving facts, examples and evidence. Explain the consequences if they disagree there is a problem.

Providing Performance Input

Leadwork input helps to:

- Reaffirm and reinforce the value for the work performed.
- Provide specific record reflecting job performance.
- Support training and coaching needs.

What Makes Your Feedback Valuable

- It is provided by someone with leadership responsibilities
- It provides assessment against pre-established criteria
- The information is objective and includes both positive areas and areas for improvement
- It measures progress and provides an overview of a specific time period.
- It identifies development and training needs
- **It is timely**



Remember:

No Surprises !