Identifying and Addressing **Employee Performance Issues**

Presented by

Management Education Group, Inc.

By Marnie Green, IPMA-CP, Principal Consultant

How to Participate **Today**
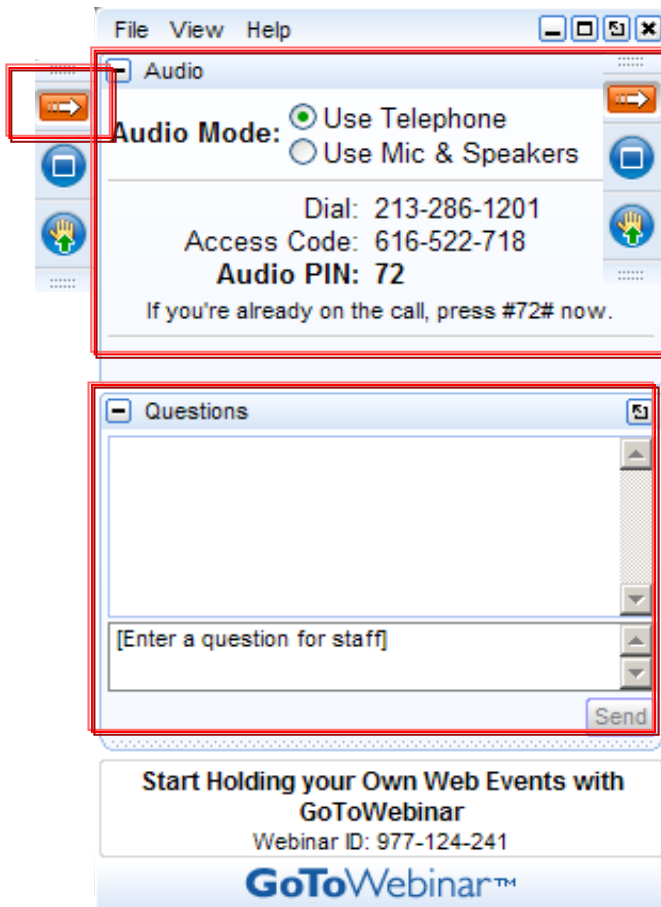
- Open and close your panel

- View, select, and test your audio

- Submit your questions as we go

- A recorded version of today's session and the slides will be available on the YC Human Resources performance management website.

About **Marnie Green**

- Principal Consultant, Management Education Group, Inc.

- Author of *Painless Performance Evaluations: A Practical Approach to Managing Day-to-Day Employee Performance*

- Supporter of supervisors, managers, and HR leaders who are charged with developing strong workplaces

- Presenter of past training for Yavapai College supervisors

Our Plan for **Today**

Measuring Your Success

**I've got a problem!
Now what do I do?**

**A Plan for the
Conversation You
Don't Want to
Have**

**Keys to Painless
Performance
Management**

**What You Notice
vs.
What you Imagine**

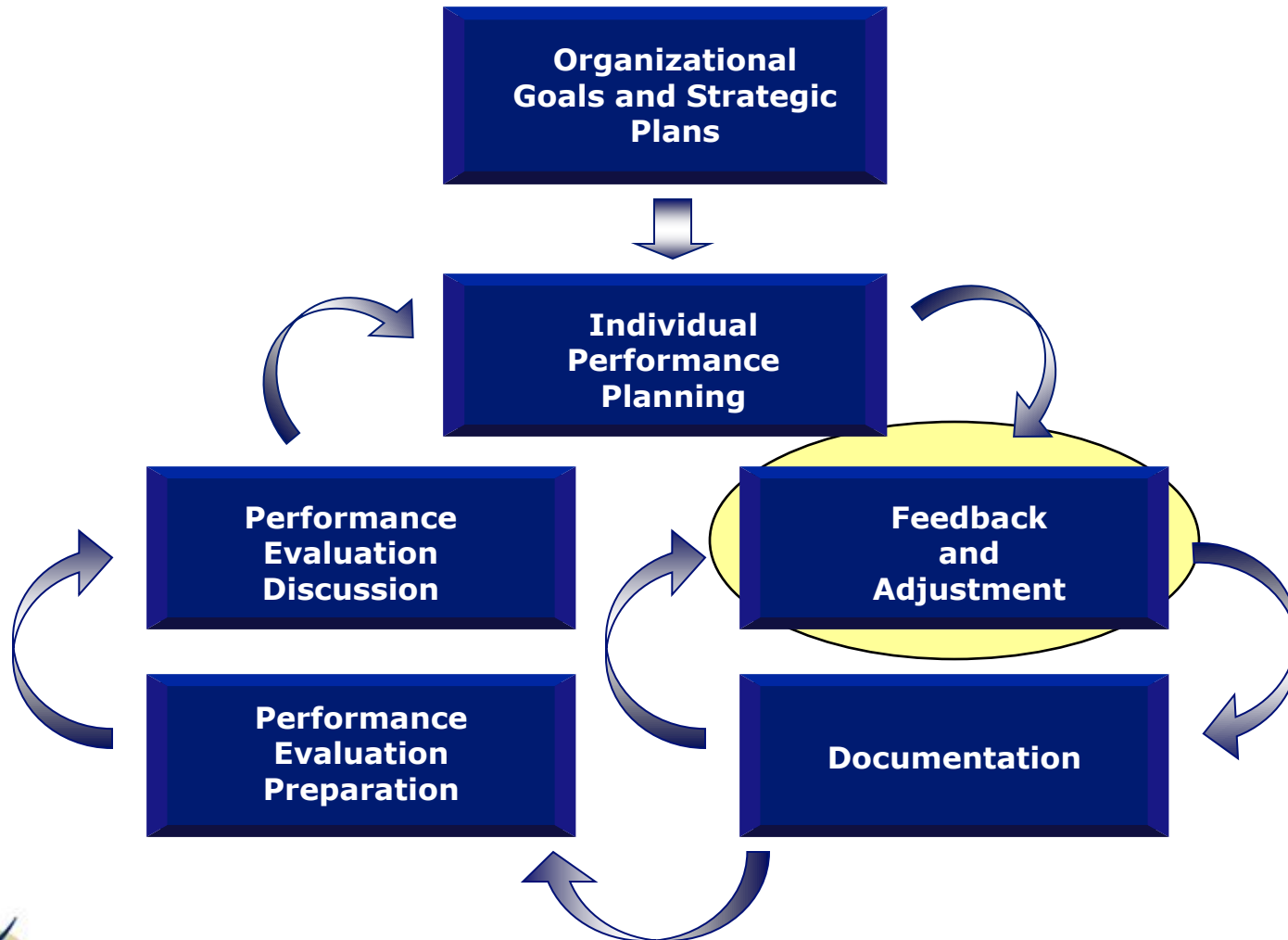**Factors
Impacting
Job Performance**

What progress have you made in documenting employee performance this year?

Performance Management **Cycle**

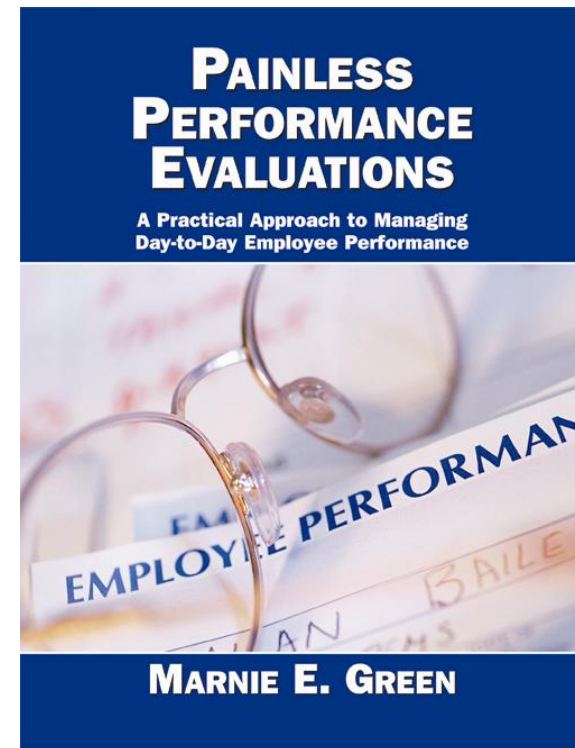# *What will be your next step in implementing Yavapai College's new performance management process?*

What's a Painless **Performance Evaluation?**

✓ **There are no surprises!**

✓ **Employee-driven**

✓ **Future-focused**

PAINLESS PERFORMANCE EVALUATIONS

A Practical Approach to Managing Day-to-Day Employee Performance

EMPLOYEE PERFORMAN

MARNIE E. GREEN

Uh Oh**! Do I Have a Problem?**

E-Tip readers report the following "pet peeves":

» *Attendance – missing work, arriving late*
» *Employee not meeting quality or quantity of work required*
» *The silent treatment*
» *Pretending to be busy*
» *Too chatty*
» *Gum chewing*
» *Not staying current with emails*
» *Yelling across the office instead of walking over to have a conversation*
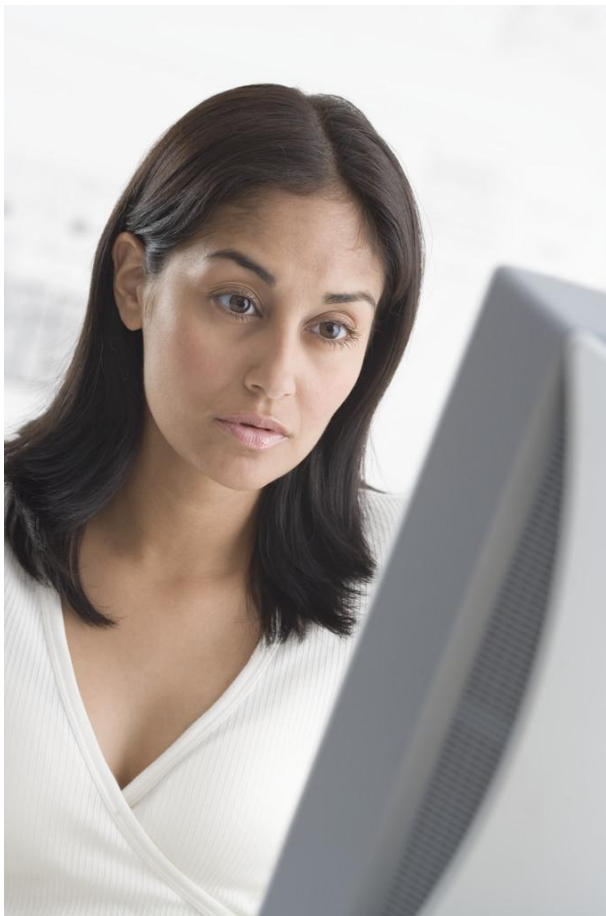» *Coping an attitude*
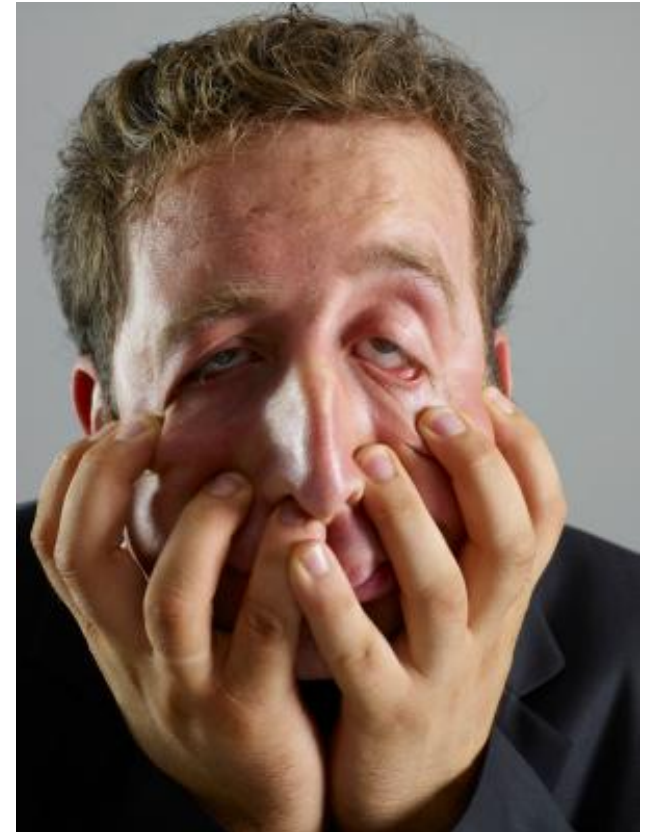
Pet Peeve **Formula**
Before the Conversation, **Ask Yourself:**

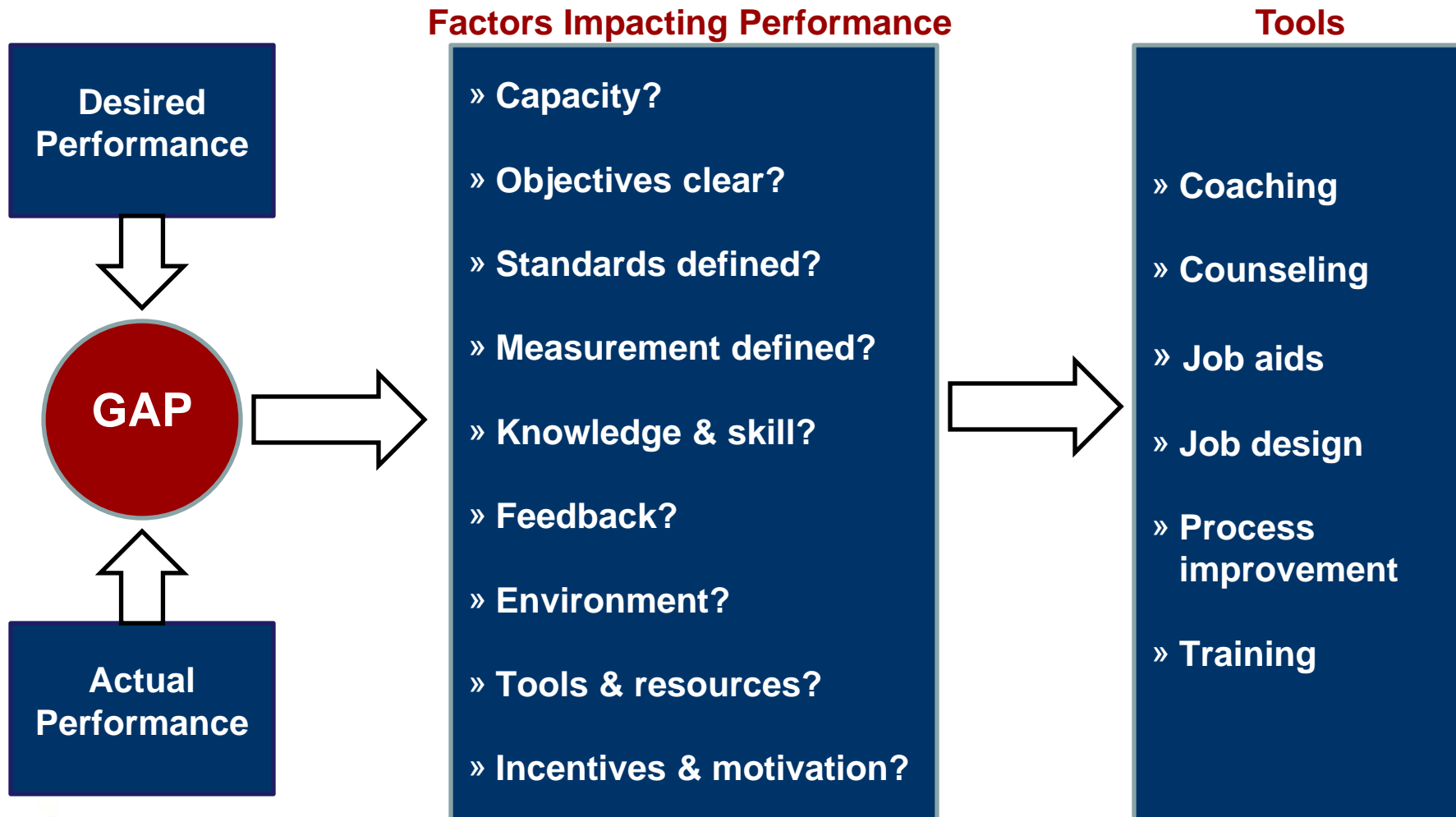» *What behavior is <u>not meeting your expectations</u>?*

» *What behavior do you want the employee <u>to use more or less</u>?*

» *How will changing the behavior <u>improve the workplace</u>?*

Factors Impacting **Job Performance**

» *Capacity*

» *Objectives*

» *Standards*

» *Measurement*

» *Knowledge and Skill*

» *Feedback*

» *Environment*

» *Tools and Resources*

» *Incentives and Motivation*

Performance **Gap Analysis**

Desired Performance

GAP

Actual Performance

Factors Impacting Performance

» **Capacity?**

» **Objectives clear?**

» **Standards defined?**

» **Measurement defined?**

» **Knowledge & skill?**

» **Feedback?**

» **Environment?**

» **Tools & resources?**

» **Incentives & motivation?**

Tools

» **Coaching**

» **Counseling**

» **Job aids**

» **Job design**

» **Process improvement**

» **Training**

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Our Performance **Focus**

Notice

- Appearance
- Words
- Behaviors

Facts

Imagine

- Thoughts
- Conclusions
- Beliefs
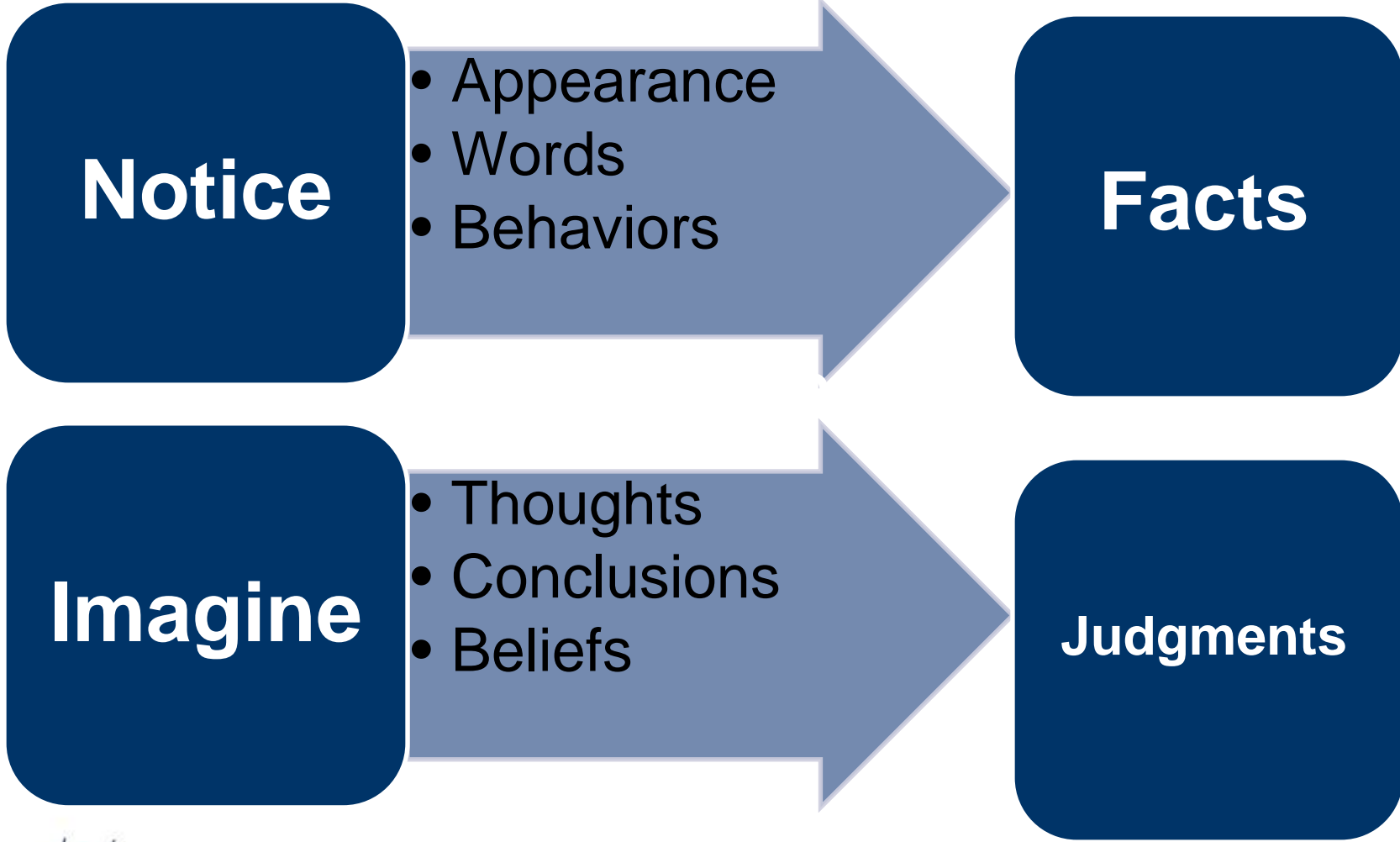
Judgments

Focus on Behaviors, not the Person

Behavior

Something the employee does that can be seen or measured.

Attitude

A personal belief the employee has about something.

**Focus on the person**

**"You have irritated your co-workers to the point that they don't want to work with you."**

**Focus on the behavior**

**"When you avoid eye contact and don't greet your co-workers in the morning, they are less willing to work with you."**

Separate the Person **from the Behavior**

Focus on the behavior

"Three times this month the status report deadlines were not met."

Focus on the person

"Lately it seems like you don't care about your status reports."

Separate the Person **from the Behavior**

Focus on the person

"You seem to be distracted and more careless with your work."

Focus on the behavior

"Your reports have included more errors this month than in the past."

Before the Conversation, **Ask Yourself:**

» *What behavior is <u>not meeting your expectations</u>?*

» *What behavior do you want the employee <u>to use more or less</u>?*

» *How will changing the behavior <u>improve the workplace</u>?*

Performance **Conversation Model**

1. *Explain the situation and why the issue is important.*

2. *Ask the employee for his/her view. Listen and probe.*

3. *With the employee, find agreement on success.*

4. *Discuss alternatives for achieving success.*

5. *Seek agreement on specific actions.*

6. *Express confidence and set a follow-up.*

Explain **the Situation**

- **State the facts clearly.**

- **Explain the impact of the situation on the organization.**

- **Be concise!**

"Josie, I've noticed that you've not been working a full 30 hours per week lately. Over the last month you called in sick six times, mostly on Mondays. Four times this month you've asked to go home early because you were done with your files. At least three times you've called in to say you were going to work at home because you weren't feeling well. Though you are completing all of your assigned files, when you are not physically here on campus, the team can't proceed without your input and we're not able to use your knowledge and experience. Tell me about what's going on."

Ask for the **Employee's View**

- **Seek information by asking open-ended questions.**
- **Summarize as you go.**
- **Ask "what else" three times.**

Josie: "I'm getting all of my work done. I didn't think attendance it was a big deal since we don't work directly with students."

You: "Why do you say that?"

Josie: "Well, Joe's late most of the time and no one seems to mind."

You: "I'm curious about what's going on with you. You're an important part of this team. What's going on?"

Josie: "Well, I just figured if I was meeting the number of files opened, it didn't matter whether I was here or not."

You: "Is that all?"

Josie: "Yeah, I didn't think it really mattered and my work is done early most of the time."

Find Agreement **on Success**

- **Find a common ground from which to move forward.**
- **Avoid forcing a solution on the employee.**
- **Focus on the future.**

You: "Can we agree that it's important for you, and all of us, to be here on campus the number of hours we are scheduled so that the team can be productive?"

Josie: "Sure."

Discuss Alternatives **for Success**

- **Ask the employee for ideas to resolve the issue.**

- **Encourage them to suggest a solution they can support.**

- **Avoid suggesting your own ideas.**

You: "Good. Let's talk about what needs to happen to get you here and productive for 30 hours a week. Any ideas?"

Josie: "I don't know. I'll just take care of it."

You: "What will that look like?"

Josie: "Well, I'll make sure to stay here until 5:00 each day."

You: "That's a start, but just being here isn't the issue. It's about contributing. So what else could you do?"

Josie: "If I finish my assigned files, I guess I could ask John if he needs help."

Seek Agreement on **Specific Actions**

- **Specify who, what, and when.**
- **Clarify your agreement by asking the employee what he/she will be doing.**
- **Restate your commitments to the employee, if any.**

You: "Sounds like a plan. You'll make sure you are here until 5:00 and putting in a full 30 hours a week. You'll also pitch in to help others if you finish your work early Is that right?"

Josie: "Yeah, that's it. I'm sorry you had to bring this up."

You: "Josie, you have a lot to contribute here and when you are not in the office, we are not making the most of your talents."

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Express Confidence **and Follow-up**

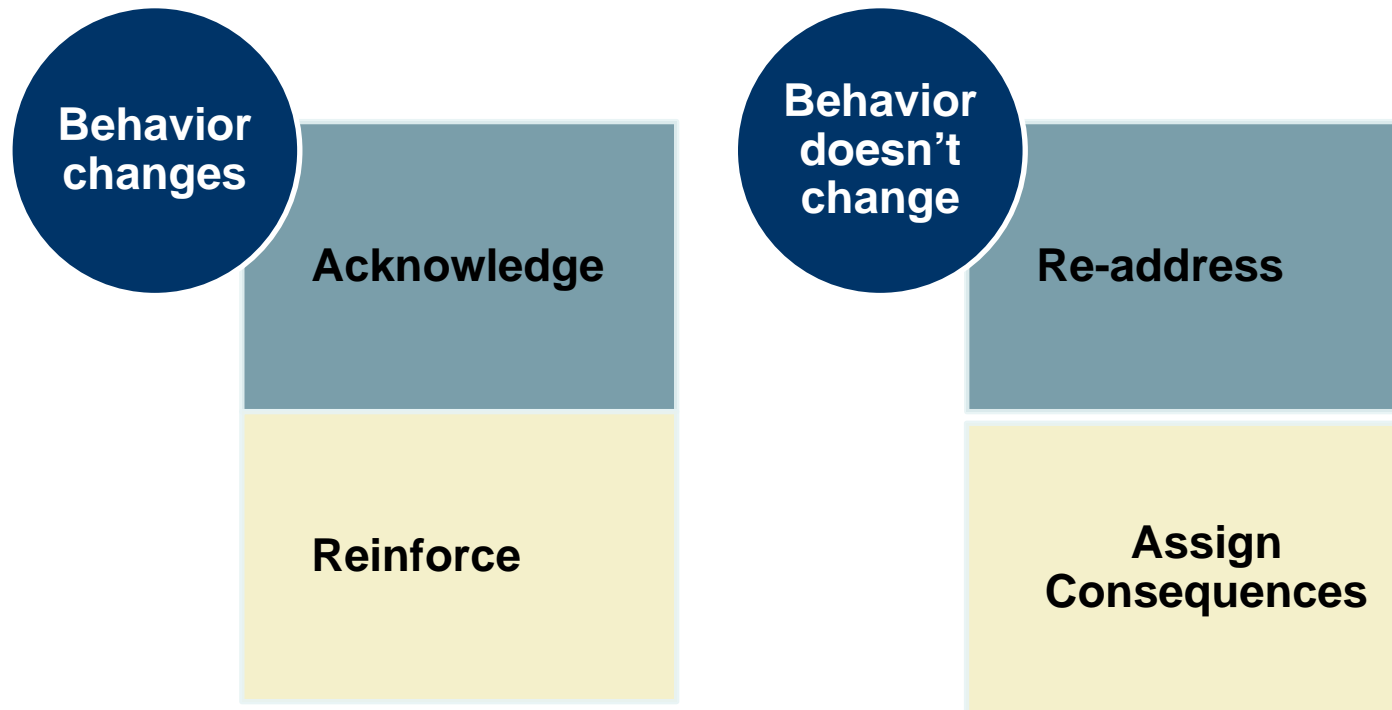- Be specific about your confidence.
- Be sincere.

You: "I'm confident this is a one time conversation. When you focus on your priorities, I know you get them done. Let's review how it's going at our next one-on-one meeting in two weeks. Okay?"

Josie: "Sounds good to me. Thanks!"

Painless Performance **Conversation Model**

1. *Explain the situation and why the issue is important.*

2. *Ask the employee for his/her view. Listen and probe.*

3. *With the employee, find agreement on success.*

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5. *Seek agreement on specific actions.*

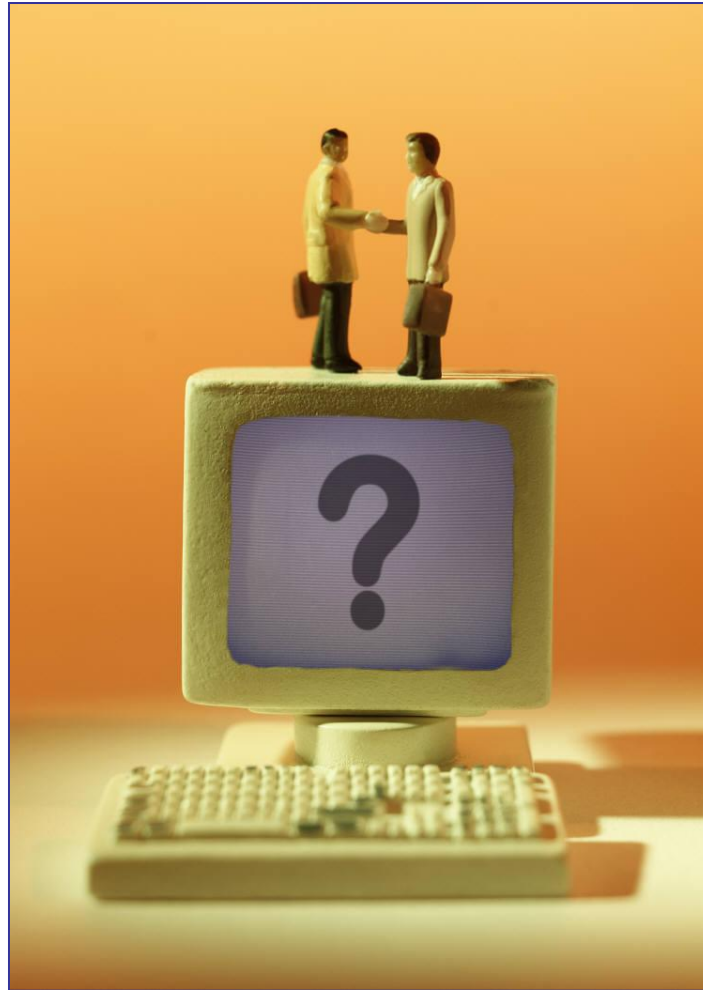6. *Express confidence and set a follow-up.*

How Do I **Know if it Worked?**

Behavior changes

Acknowledge

Reinforce

Behavior doesn't change

Re-address

Assign Consequences

How are you feeling about the new performance management process?

Yavapai
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