PERFORMANCE MANAGEMENT TRAINING
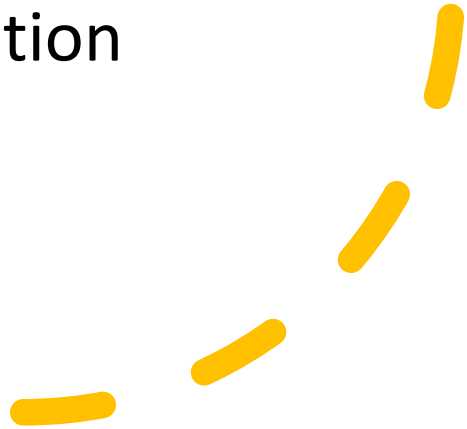
PERFORMANCE YEAR (PY) 2023-24

Training Objectives

Upon completion of the training, participants will obtain:

✓ An overview of the performance process

✓ An understanding of the importance of goal setting

✓ A refresher of how to use feedback in the evaluation process

✓ An understanding of how to effectively manage and conduct a performance evaluation

Performance Management

- Strategic and systematic process of improving employee performance

- Setting clear expectations

- Process to set objectives and provide feedback

- Supports the individual employees and teams to be successful

- Identifies employee's skills, knowledge, abilities, strengths and opportunities

Administrative Procedures

PERFORMANCE APPRAISAL CHAPTER 20, ARTICLE VII

- Designed as an objective and consistent system for evaluation and feedback on job-related criteria and specific work performance

- Links individual objectives with job standards and intended to give employees a clear understanding of expectations, training requirements, and required performance

- A management tool to assist with decisions concerning employment activities, salary advancement, disciplinary action, development needs, and to help the employee become more effective

- **Note: This process is not a substitute for disciplinary action, and performance outcomes are not appealable.**

- **Supervisors should conduct a standard appraisal or provide a feedback evaluation for each employee, prior to the employee's anniversary date *(which may be a common anniversary date as established)***

Performance Management Challenges

Failure to achieve buy-in of the strategy

Failure to communicate the strategy to staff

Inadequate feedback and communication
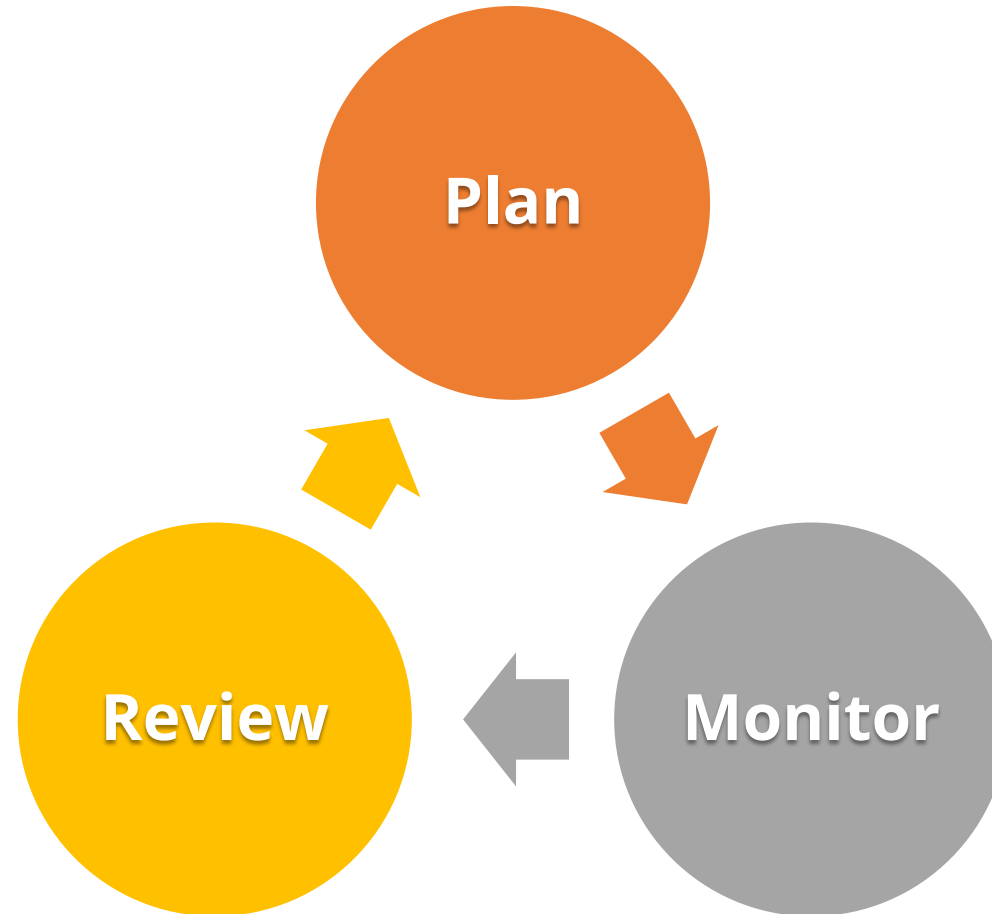
Insufficient training and development

Lack of employee engagement and motivation

Lack of goal alignment and clarity

Not measuring progress

Writing a poorly structured strategy

Performance Management Process Steps

Plan: Support the development of skills, knowledge, and competencies for individual employees and teams

Monitor: Track and monitor development to provide coaching and feedback

Review: Opportunity to evaluate each employee to measure performance against planned objectives

Performance Review

- **Formal evaluation of a team member's general performance as well as their progress toward achieving individualized goals**

- **Highlights a team member's strengths and successes**

- **Identifies opportunities for growth, address performance issues, and talk about action steps**

- **Provides feedback and address any concerns**

Preparing for Performance Reviews

CREATE A SCHEDULE
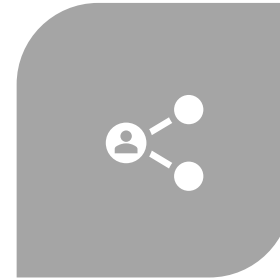
DO YOUR PREP WORK

NO SURPRISES

MEET ONE-ON-ONE AND GIVE FEEDBACK

Feedback Meeting

SET EXPECTATIONS

ASK THE TEAM MEMBER TO PARTICIPATE IN THE SELF-EVALUATION PROCESS

ADDRESS OPPORTUNITIES FOR IMPROVEMENT

INVITE THE TEAM MEMBER TO RESPOND TO FEEDBACK

SUMMARIZE YOUR REVIEW AND DISCUSS ACTION PLANS

Vision

To build a new consensus for a better DeKalb County

Mission

To make the priorities of the citizens of DeKalb
County the priorities of County government by:

- Achieving a safer DeKalb
- Building stronger neighborhoods
- Creating a fiscally accountable and more efficient County government
- Uniting the citizens of DeKalb County

Values

- An inclusive approach involving the whole community

- A team approach to preventing problems

- Well-trained employees committed to excellence

- A responsive and responsible service delivery system

- Our cultural diversity

- Positive change, innovation and creativity

- Mutual trust and respect

FY24 Organizational Goals (Budget Priorities)

<u>Public Safety</u>
Ensuring the safety of DeKalb County's residents is of paramount importance. DeKalb County plays an integral role in providing a safe community, which is essential to achieving many of our other goals. This responsibility spreads beyond traditional public safety departments to many other county operations that help enhance the safety of county residents. This task has become even more urgent as violent crime has spiked nationally and throughout the region during the pandemic and amid the economic uncertainty that has gripped the nation.

<u>Retention, Hiring, & Training</u>
Our success or failure as a county government largely rests on the talents and hard work of our employees. In the wake of COVID-19, employers across all sectors of the economy are facing labor shortages. It is imperative in this environment that we enhance our retention, hiring, and training efforts to ensure that the county maintains a workforce capable of sustaining our positive momentum.

FY24 Organizational Goals (Budget Priorities)

Community Health and Well-Being
The pandemic has reinforced how physical, mental, and emotional health and well-being is fundamental to the quality of life for DeKalb County residents. Many county services related to public health, social services, recreation, and cultural enrichment play vital roles in enhancing the overall well-being of our residents.
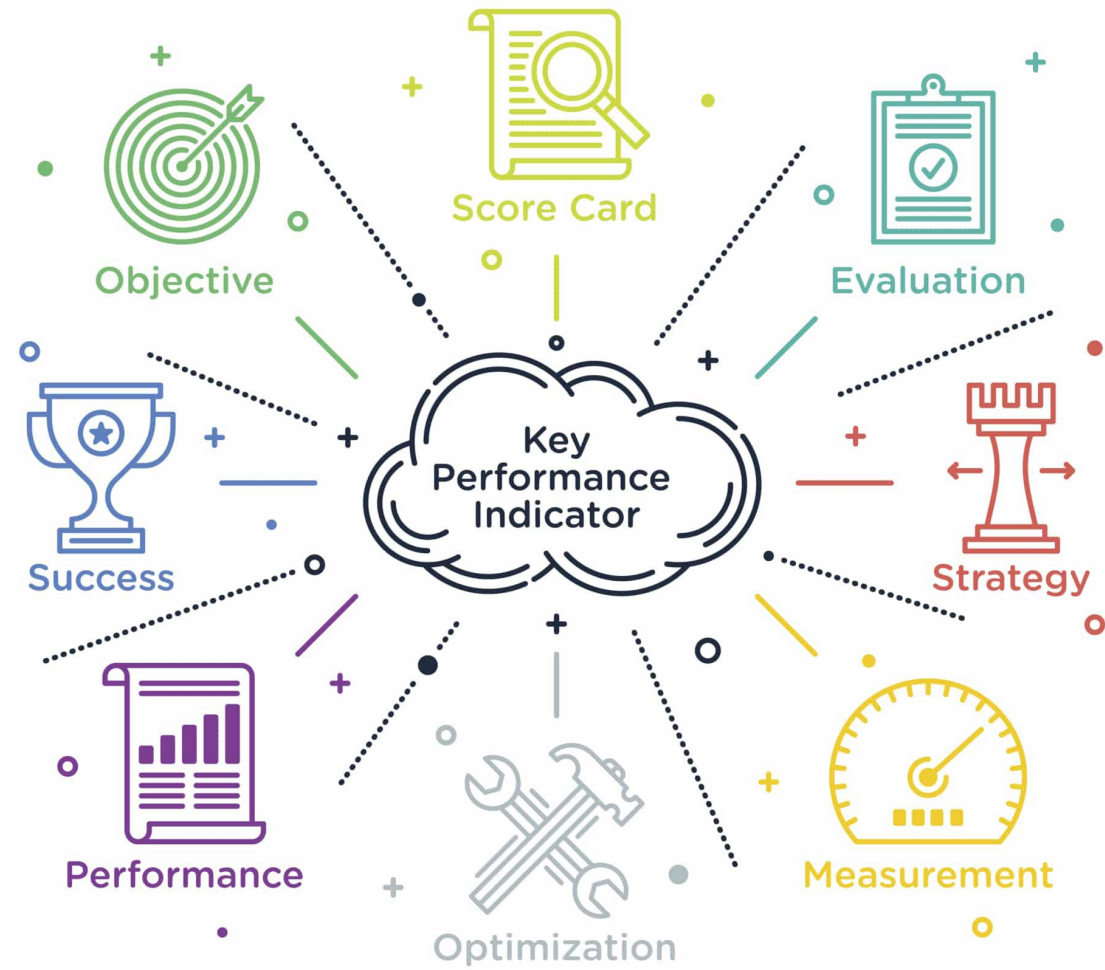
Beautification and Placemaking
An aesthetically pleasing physical environment and a strong sense of place both promote public well-being and foster community among residents. The condition of the county's physical landscape has important implications for public perception, public health and safety, and economic development. The county is committed to maintaining and improving public rights-of-way and infrastructure, ensuring that private property meets local code, and enhancing the unique identity of DeKalb County.

Sustain and Improve County Owned Assets
It is imperative for the county to maintain and improve upon the infrastructure that we have built over many years through public investments. This includes new capital improvements as well as maintenance and repair of existing infrastructure.

KPI's

Key Performance Indicators

Performance Feedback

Performance Feedback

A communication process with employees about their work goals, outcomes, and areas for improvement

Helps assess the effectiveness of employees

Identify ways to help employees work better in the future

Should be objective and actionable

Provides opportunities for personal growth & professional development

A genuine conversation of future performance to set the employee up for success

✓ **Routine check-ins**

✓ **One-on-one meetings**

✓ **On-the-spot feedback**

Feedback
Continuous Approach

What role do goals and Key Performance Indicators (KPI) have in the continuous feedback process?

Feedback Methods

Positive feedback

Constructive feedback

Real-time feedback

- **LB/NT's**
  - What I liked best about your work on this project was…
  - If you had to redo the project, what would do differently…….
  - Next time I suggest…

Start, stop, continue conversational technique

Positive Feedback

Have a conversation, not a lecture

Link positive behavior to results *(when possible)*

Make it collaborative

Give feedback that motivates

Examples of Constructive Feedback

Addressing an employee's ability to work effectively with others, such as collaborating, communicating, and resolving conflicts.

Teaching an employee a new skill or software that is relevant for their role and providing guidance and support.

Helping an employee avoid a future issue by pointing out a potential problem or risk and suggesting a solution or alternative.

Preparing an employee for promotion by identifying their strengths and areas for improvement and setting clear goals and expectations.

Constructive Feedback

Ideal praise-to-criticism ratio: 5:1

Constructive feedback builds, negative feedback takes down

Respect the employee when giving feedback

Use constructive feedback as tool to support growth

Give comments, suggestions and advice for future work

Real-time Feedback

In the moment

Immediate

Reactive but in a helpful way

Instant

Improves real-time performance

Start, Stop, Continue Technique

- Involves citing behaviors that the team member should start, stop, and continue doing

- Red and green light on behaviors

For example, you might ask a team member *to start answering the phone with a smile; stop overtalking the citizen and continue logging calls in the call log*

Managing High Performers

- Assign special projects
- Give them autonomy, when possible
- Keep work interesting
- Provide cross-training and prepare them for promotional opportunities
- Provide or identify development opportunities
- Recognize and reward performance
- Set clear and ambitious goals

Goal Setting

a goal without
a plan is just
a wish   - Antoine de Saint Exupéry

Different Types of Performance Goals

- Customer service
- Department
- Efficiency
- Innovation and creativity
- Organizational
- Productivity
- Quality
- Safety
- Teamwork and collaboration
- Time management

Goal Setting

Set S.M.A.R.T. Goals

Specific — Be specific so that the deliverable is clear

Measurable — Identify how success will be measured, this will hold you accountable

Attainable — While goals are meant to challenge you, make sure the goal you set is actually achievable

Realistic — Is the goal and timeline you have established realistic given all other work requirements?

Timely — Have you set a timeline? This will be important in keeping you motivated and focused.

WeSpire

Anytime Document – Performance Goals

Performance Goal 1

Goal: Enter applicable goal and key performance indicators

Performance goals

Goal Status

Comments

Goal 1 Rating

COACHING STRENGTHS

- You are good at…

- One of your talents are…

- You have a strong skill in…

- Your expertise is…

- What are your three biggest strengths?

- Words to use: *demonstrates, delivery exceeds, remains coachable, committed to, dependable, reliable, and open communication…*

COACHING OPPORTUNITIES

- You have an opportunity to grow in this area

- Do you see the opportunity if you did this…

- What is one new skill you'd like to learn—or goal you'd like to pursue—in the upcoming year?

- Where have you fallen short in your career goals or job expectations?

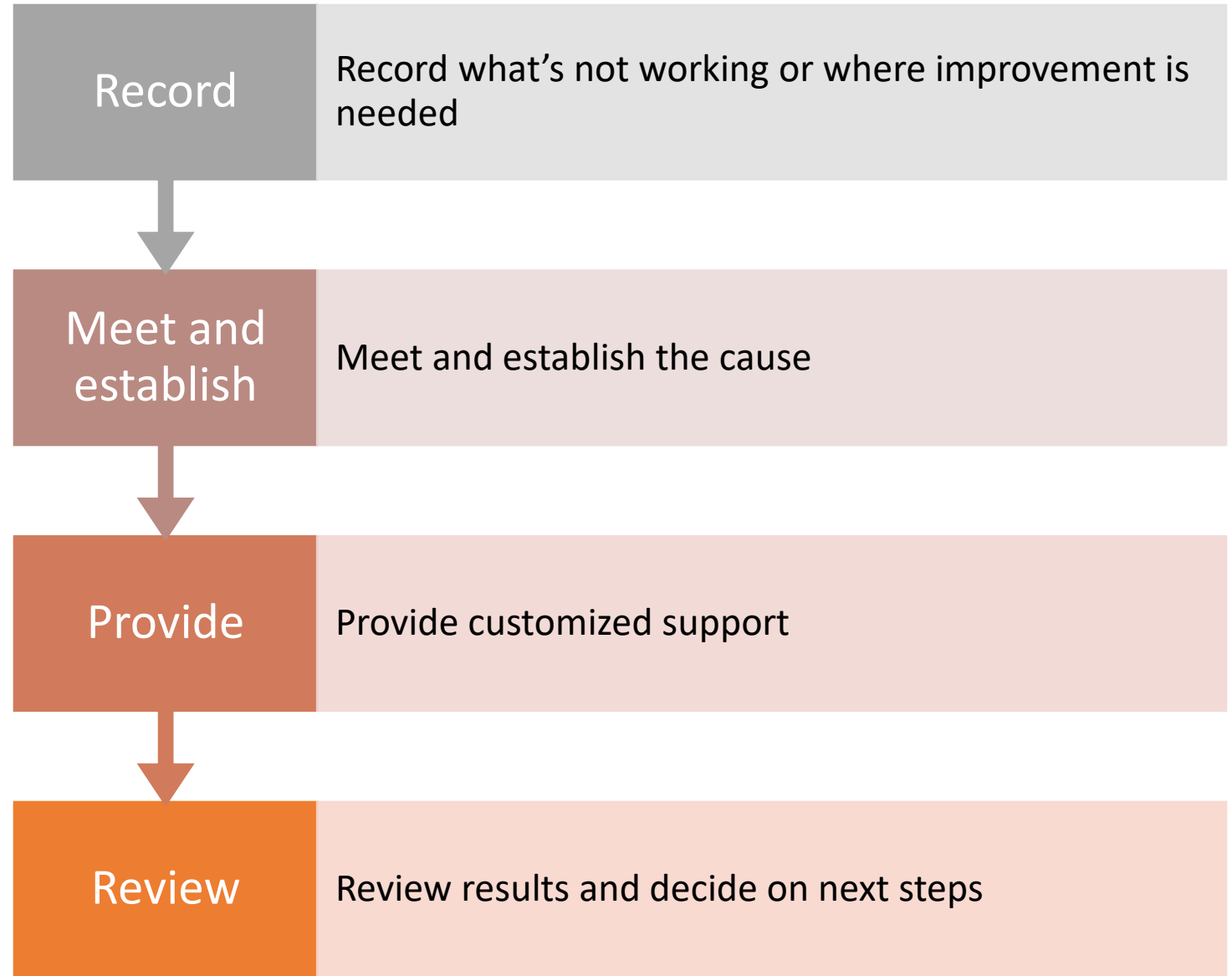- Words to use: *continue, embrace, utilize, self assess, integrate, allow time, and assist…*

COACHING ACCOMPLISHMENTS

- You have achieved…
- You are very good at goal setting
- You have exceeded the metric for this over and over
- The team recognizes that you do this well…
- What achievement are you most proud of this year?
- Words to use: *successfully delivered, enhanced responsibility, and completed…*

COACHING DEVELOPMENTAL GOALS

- I suggest you develop…

- You can develop…

- For you to get to the next level you can develop this skill…

- You can get better in this area…

- What are the top three areas you could improve in?

- How can I better support you?

- Words to use: *continue to manage, try this technique or process, participate in, and attend…*

4-Steps How to Deal with Unsatisfactory Performance

Record — Record what's not working or where improvement is needed

Meet and establish — Meet and establish the cause

Provide — Provide customized support

Review — Review results and decide on next steps

Unsatisfactory Performance (Requires coaching & training)	Misconduct (Requires disciplinary action)
• Employee can't do the job they were hired for • Work falls below County's standards • Lack of motivation • Lack of ability (skill) • Poor attitude	• Offensive language, rule-breaking, dishonesty, abusive actions, inappropriate and egregious behavior • Requires a severe response, such as a verbal or written warning, and up to termination

UNSATISFACTORY PERFORMANCE VS. MISCONDUCT

DEVELOPMENT PLAN

- Facilitate a conversation to clarify expectations

- Give a wake-up call

- Set goals and establish support

- Time sensitive

CONTENTS OF A DEVELOPMENT PLAN

Current Performance

Expected Performance

Corrective Actions

Review Date and Notes

Deadline

Employee/Manager Commitments

REMINDER

- Performance year is a specific 12-month timeframe.

- Workplace behavior, goals, opportunities should be managed within that period.

- Options, if not able to manage due to a constraint:

Carryover expectation as a

- ✓ Extended goal with clear expectations
- ✓ Appropriate disciplinary action
- ✓ New or Additional training requirement
- ✓ Development Improvement Plan

Talent Management Resources

For additional information on the topics covered in this training use the following resources

- CV360 Training Hub

- QRG (If applicable)

- **Contact us at HRTalent@dekalbcountyga.gov**