

**Human Resources Department
Organization & Employee Development Division**

**Facilitator:
Dr. Mel Campbell, OED Trainer**



PERFORMANCE MANAGEMENT



WELCOME

Facilitators' Introduction

Training Environment

- Attendance
- Full engagement
- Silence cell phones
- Cameras
- Question Management/Chat

Training Objectives

Upon completion of the training, participants will:

- ✓ Gain an understanding of the performance process
- ✓ Manage and provide feedback more effectively
- ✓ Understand the importance of coaching performance




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

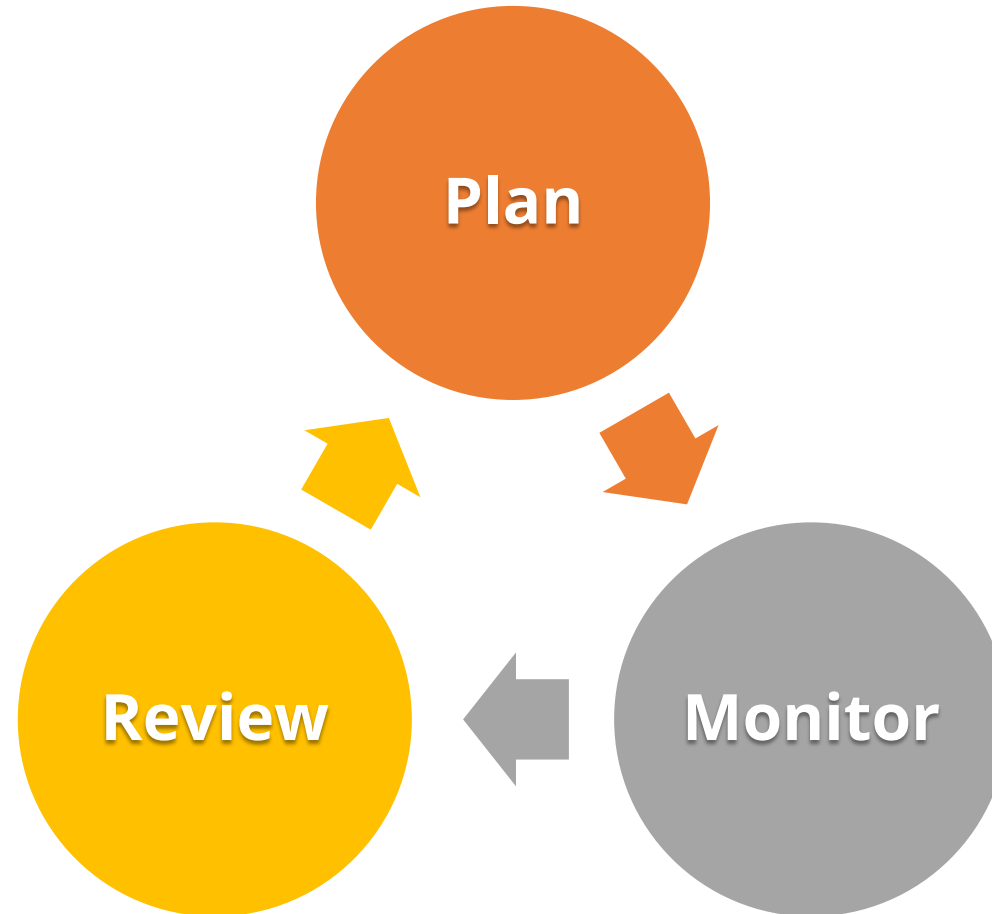


Administrative Procedures

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 Process



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

Benefits of Performance Management



ENSURES JOB
CLARITY



BOOSTS
ENGAGEMENT



INCREASES
MOTIVATION



PROMOTES TEAM
DEVELOPMENT



IMPROVES OVERALL
WORKPLACE RESULTS



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

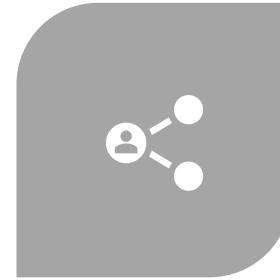


MEET ONE-ON-ONE
AND GIVE FEEDBACK

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 have a community where all residents have access to quality services, economic opportunities, and a responsive government that listens and acts upon their needs.

Mission

To make the priorities of the citizens of DeKalb County the priorities of County government by improving the quality of life for all stakeholders through governance, representation, and accountability.



Chief Executive Officer (CEO)

Lorraine Cochran- Johnson



- Second female Chief Executive Officer (CEO)
- 6th elected CEO; 1st Term CEO, Administration (2025)
- First African American female elected to DeKalb's Chief Executive Office
- Oath of Office ceremony held January 17, 2025 – Emory University

Committed to:

- **Greatness** - *"Our legacy demonstrates greatness."*
- **Excellence** - *"Our mission is excellence."*
- **Distinction** - *"Our future promises distinction."*
- Materializing a better community and world through selfless service and care for all people
- Strongly supporting positive initiatives in economic development, public safety, and home ownership

Chief Executive Officer (CEO)



Lorraine Cochran-
Johnson

Public Servant

- **Former Super District 7 Commissioner DeKalb County (2018 – February 2024)**

Education

- **Harvard Kennedy School, Executive Education Certificate, Delivering Public Services: Efficiency, Equity, and Quality**
- **John Marshall Law School, Torts, Criminal Law, Civil Law, Legal Writing**
- **Auburn University, M.P.A., Public Administration and Economic Development & Grant Writing**
- **Troy State University**
 - **M.S., The Administration of Criminal Justice**
 - **B.S., Political Science and Criminal Justice**

And more.....

- **Two decades of experience in key roles in print media, mass communications, and management**
- **Professor and Author**
 - ***Government Reimagined***
 - ***The Noted Characteristics of Highly Successful Entrepreneurs***

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

FY25 Organizational Goals (Budget Priorities)

Public Safety

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.

Retention, Hiring, & Training

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.

FY25 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

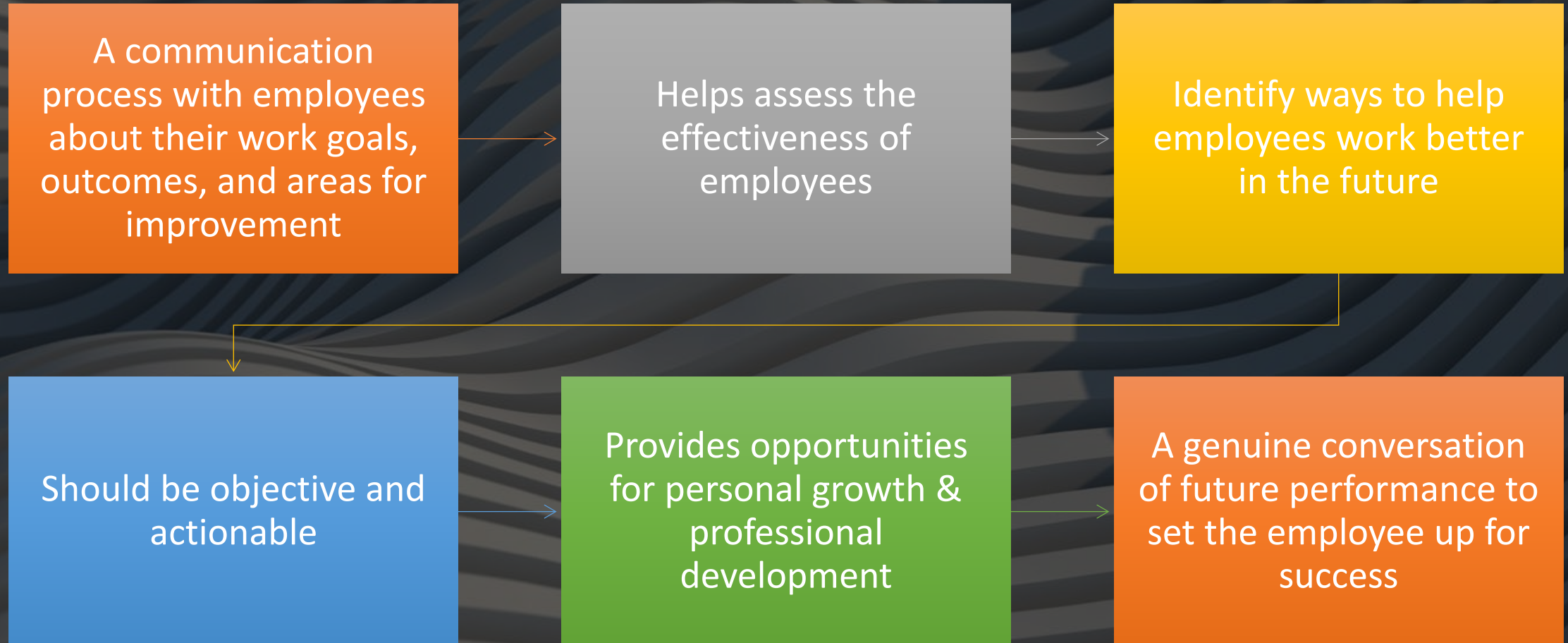
An aesthetically pleasing physical environment and a strong sense of place both promote public well-being and foster community among residents. The condition of the county's physical landscape has important implications for public perception, public health and safety, and economic development. The county 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.

Performance Feedback

Performance Feedback



Feedback Continuous Approach

- ✓ Routine check-ins
- ✓ One-on-one meetings
- ✓ On-the-spot feedback



What are other effective ways used to provide feedback?



Performance Quotes

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

Thomas S. Monson





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

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Positive Feedback

Have a conversation, not a lecture

Link positive behavior to results
(when possible)

Make it collaborative


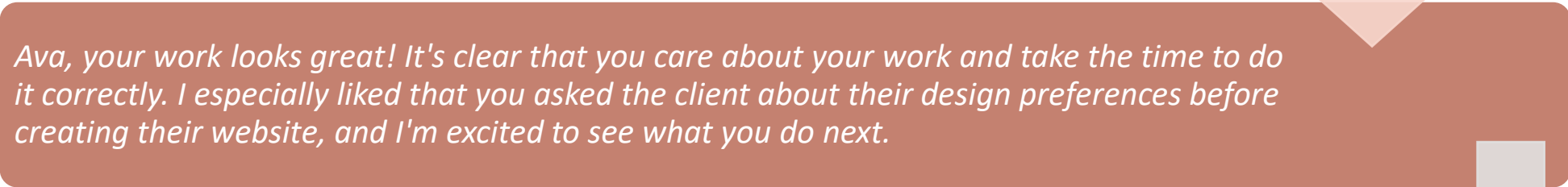
Give feedback that motivates

Examples of Positive Feedback


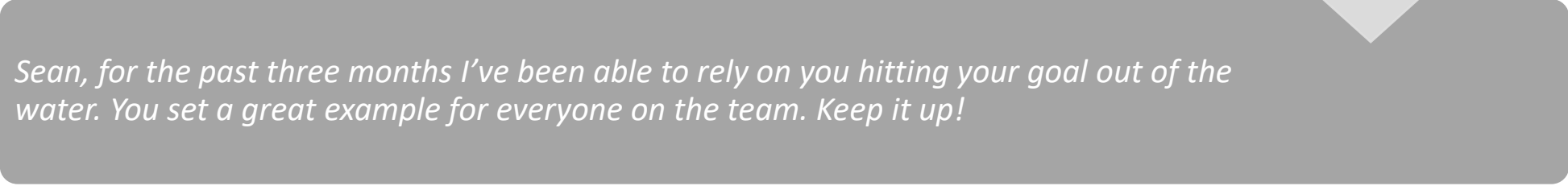
Nice job on the presentation! You backed your argument with facts and your analysis was both creative and accurate. The audience also responded positively to your presentation skills as you were engaging and communicated the information in a clear and interesting way.



Ava, your work looks great! It's clear that you care about your work and take the time to do it correctly. I especially liked that you asked the client about their design preferences before creating their website, and I'm excited to see what you do next.



Sean, for the past three months I've been able to rely on you hitting your goal out of the water. You set a great example for everyone on the team. Keep it up!





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

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*



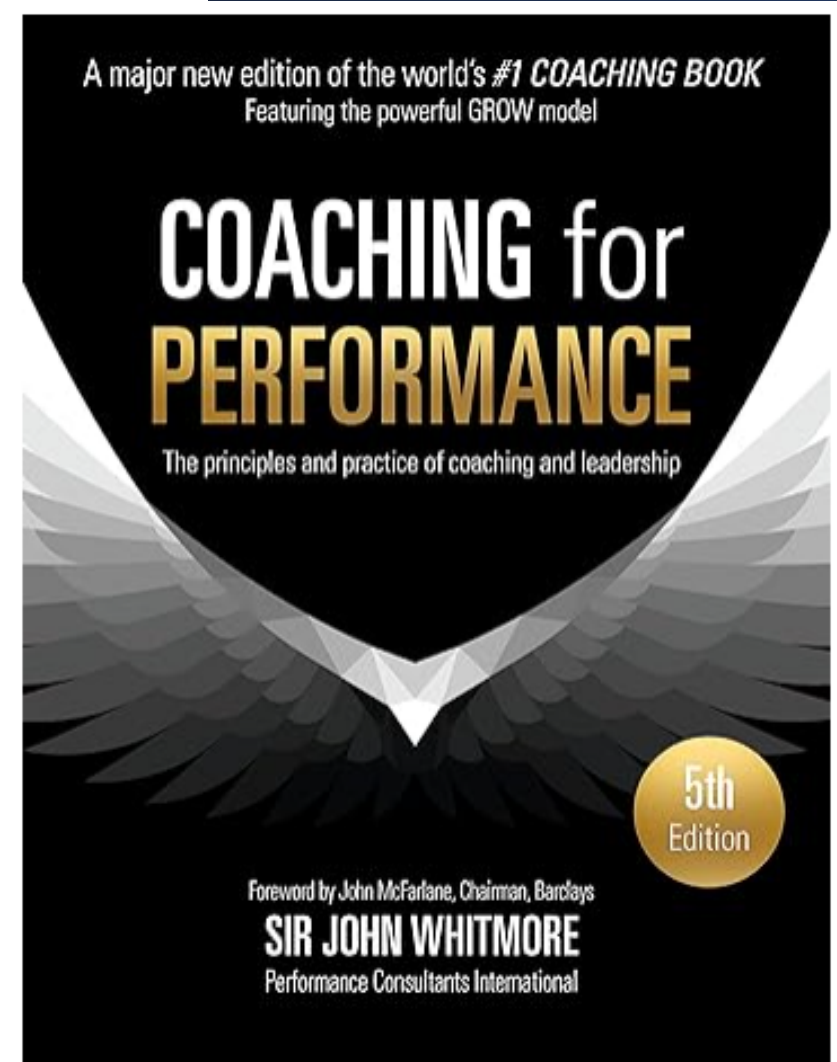
Performance Coaching

What is Performance Coaching?

“Coaching is unlocking people’s potential to maximize their own performance. Coaching focuses on future possibilities”.

John Whitmore

Coaching for Performance: The Principles and Practice of Coaching and Leadership



Why Coach?

Raises the level of performance in the workplace

Maintains performance

Improves performance

Inspires works to exceed performance standards

Helps employees build new skills

Tips for Better Performance Coaching

1

Be specific

2

Give examples

3

Focus on behaviors—
not traits

4

Keep it simple

5

Be inclusive

GROW Coaching Model

<https://positivepsychology.com>

- **G**oal (*aspirations*)
- **R**eality (*current obstacles or situations*)
- **O**ptions/obstacles (*strengths, resources*)
- **W**ay forward (*accountability*)

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...*

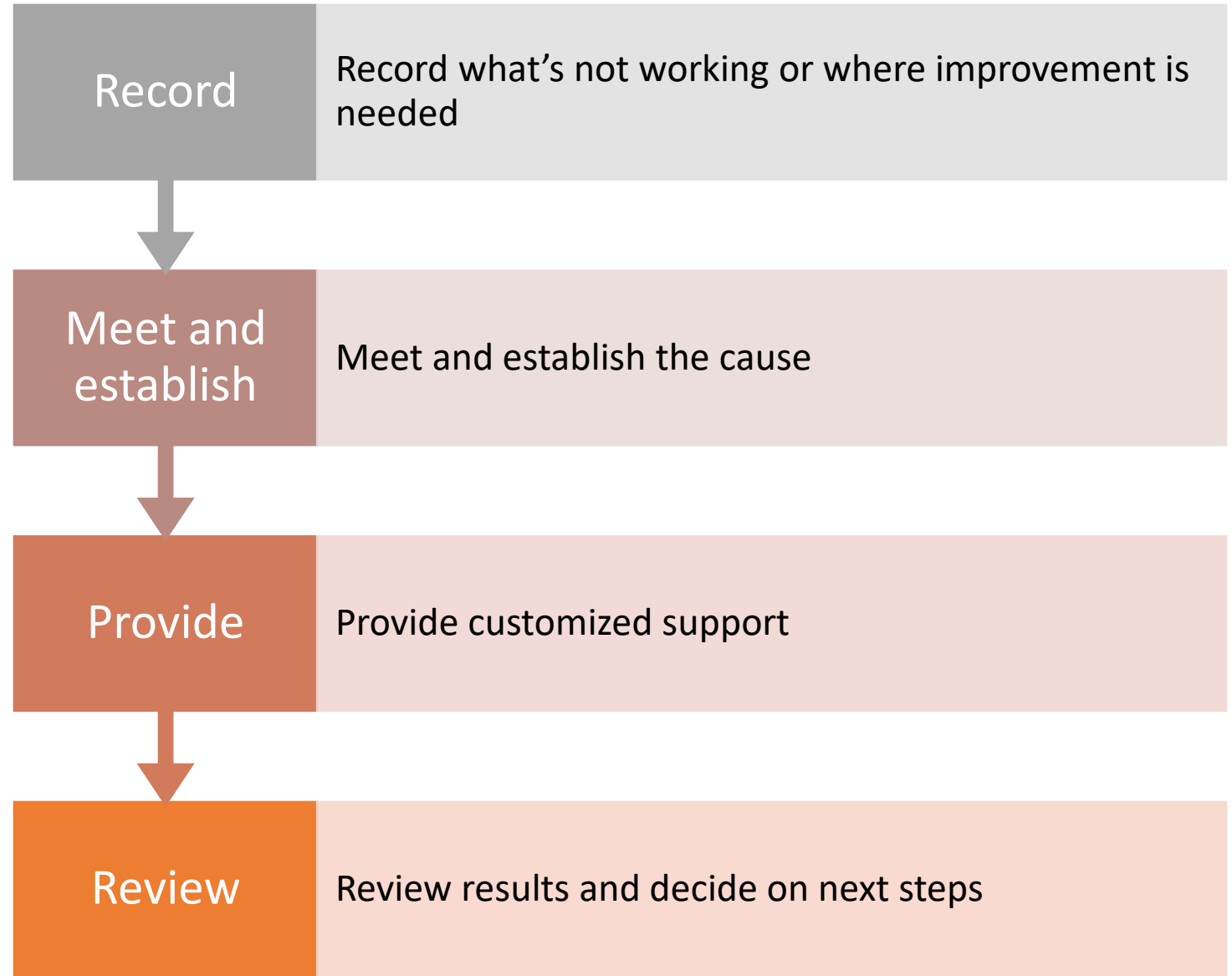
COACHING ACCOMPLISHMENTS

- 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



Unsatisfactory Performance
(Requires coaching & training)

- 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

Misconduct
(Requires disciplinary action)

- 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



Performance Coaching

“Coaching is vital to unlocking each worker's natural strengths, creativity, and resourcefulness. The coach will provide unbiased and candid feedback to the coachee and objective perspective that he/she can use to produce results.”

Mahendra K Shukla

Human Capital Management Expert



Exercise

Issue

Employee consistently gives inaccurate information to customers resulting in their confusion and frustration. Sometimes, other team members have had to follow-up to correct the issue. You've had several discussion about the concern and impact, but it persists.

Action/Expectation

- As a supervisor, what support would you provide to your employee to correct this ?
 - What would you identify as an expectation?
-

Exercise

Issue

Employee consistently does not follow-up with customers to determine the reason for late or no payment. This results in inaccurate internal data management regarding service notifications and responses, metrics reporting, revenue generated etc. The inaccurate data impacts other areas of operation. You have had several discussions about your concerns and impact and provided one-on-one coaching. The performance remains below standard.

- **Action/Expectation**
 - As a supervisor, what support would you provide to your employee to correct this ?
 - What would you identify as an expectation?