

# **Managing Employee Performance**

## **Tools**

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# **Sample Workplace Expectations**

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## **Self-Management**

- Punctuality and regular work attendance.
- Efficient, effective use of work time, equipment and resources.
- Working in a safe manner.
- Exhibiting integrity and honesty.
- Treating others with respect and dignity.
- Giving and accepting constructive feedback.
- Working effectively in a diverse work environment.
- Focusing on the situation, issue or behavior rather than on the person.

## **Work Processes and Results**

- Providing products and services that consistently meet or exceed the needs and expectations of customers.
- Using appropriate problem solving methods to improve processes.
- Using good judgment.
- Setting priorities.
- Meeting productivity standards, deadlines and work schedules.
- Pursuing efficiency and economy in the use of resources.
- Informing manager of problems; identifying issues and alternative solutions.

## **Employee Development**

- The creation of an Individual Development Plan and self-initiative in developing or upgrading knowledge and skills.
- Applying new knowledge or skills acquired from developmental opportunities.
- Helping others learn new systems, processes, or programs.
- Learning to use technology effectively, as appropriate for the job.

## **Teamwork**

- Supporting and focusing on the mission and values of the organization and the team.
- Cooperating with and offering assistance to others.
- Recognizing the contribution of others.
- Viewing the success of the organization and team as more important than individual achievements.
- Contributing to the development, cohesion and productivity of the team.
- Appropriately sharing information internally and externally.
- Supporting teamwork and cooperation through open and honest communication.

## **Innovation and Change**

- Being creative and innovative when contributing to organizational and individual objectives.
- Receptivity to new ideas and adaptability to new situations.
- Avoiding being overly defensive; willingness to explore different options.
- Taking calculated risks.
- Seeking and acting upon opportunities to improve or streamline work processes.
- Helping other to overcome resistance to change.

## **Communication**

- Participating in meetings in an active, cooperative, and courteous manner.
- Orally communicating effectively on a one-on-one basis and in small groups.
- Making effective oral presentations (training) before groups.
- Writing clearly and succinctly.
- Demonstrating understanding and empathy.
- Being responsive and timely to e-mails, telephone messages, and mail.

## Customer Service

- Understanding and being responsive to customers' objectives and needs.
- Sensitivity to public perceptions, attitudes and concerns.
- Being accessible, timely, and responsive in dealing with customers.
- Handling customer inquiries and complaints promptly and courteously.
- When possible, going the extra mile to satisfy customer needs and expectations.

My signature acknowledges that I have read and understand the workplace expectations for my work team.

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Manager Signature: \_\_\_\_\_ Date: \_\_\_\_\_

# **What do Employees Expect of Managers?**

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A recent study asked hundreds of employees about the qualities they most respected in a manager. Here are the ones identified as the most important.

1. Keeps up-to-date on situations that affect future prospects.
2. Maintains a positive attitude.
3. Has sound oral and written communications skills.
4. Explains actions and decisions that affect employees.
5. Doesn't play favorites.
6. Delegates authority and creates depth in management by allowing employees to do some of his or her job.
7. Is specific when giving instructions about delegated assignments.
8. Provides incentives to improve staff job knowledge and efficiency.
9. Cross-trains employees so they can cover each other's absences.
10. Gives praise for work well done.
11. Is aware of problems that employees are having with each other.
12. Asks questions frequently, and is a concerned and active listener.
13. Organizes work schedules and assignments effectively.
14. Displays a professional attitude toward the work and employees.
15. Shows a human side; doesn't act like "the boss" all the time.
16. Works with lower-level employees to understand what they do.
17. Takes time to listen to new ideas.
18. Pays attention to broader problems; avoids nit-picking.
19. Keeps people informed about changes.
20. Discusses problems with subordinates as soon as possible instead of letting things reach a boiling point.
21. Expresses feelings honestly.
22. Attempts to know each employee as an individual.
23. Uses new strategies that will make the organization more productive.
24. Shows confidence in subordinates.

*Source:*

*Joseph T. Straub. The Rookie Manager. American Management Association, 2000.*

## Feedback Chart

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Bad Feedback	Good Feedback	Helpful Hints
Focuses on blame; creates defensiveness & confrontation	Focuses on improvements - achieved or possible; creates trust & cooperation	<ul style="list-style-type: none"> <li>• Create a contract to discuss issues</li> <li>• Acknowledge coachee's feelings and needs</li> <li>• Don't emphasize fault; suggest a remedy</li> </ul>
Does not improve skill	Improves skills	<ul style="list-style-type: none"> <li>• Focus on 'problem' not the 'person'</li> <li>• Jointly paint the picture of desired skill</li> <li>• Jointly develop practical steps</li> </ul>
Undermines confidence and self-esteem	Increases confidence in ability and potential	<ul style="list-style-type: none"> <li>• Jointly create positive - as opposed to negative - goals. Positive pleasure-oriented goals are much more powerful motivators than negative fear-based ones.</li> <li>• Balance negatives and positives - the right combination of both is the most powerful motivating mix.</li> </ul>
Leaves person guessing	Clarifies the current position and what to do next	<ul style="list-style-type: none"> <li>• Verify with effective questions; ask for coachee's recap</li> <li>• Jointly develop an action plan</li> </ul>
Leaves person feeling 'judged'	Leaves person feeling 'helped'	<ul style="list-style-type: none"> <li>• Invite the coachee to assess own performance first; guide him/her by asking effective questions</li> <li>• Offer support for future</li> </ul>

## **Performance Appraisal Tips**

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- Try to think about performance appraisals as **an ongoing, cyclical process** rather than a recurring annual paperwork requirement.
- Pick one performance appraisal format that works for you and lends itself to evaluating the type of work you assign to employees. This will make it easier for you and more meaningful in general.
- Put performance appraisal due dates on your GroupWise calendar so you know what is coming up.
- Collect pieces of information through the year in your supervisor's file for the employee. Save "thank you" type e-mails, concerns, work that's been corrected, work that was exemplary etc. This is much easier than "starting from scratch" shortly before (or at the time) an appraisal is due.
- Use available data from system reports (if available) to help lend objectivity to your evaluation.
- Be as specific as possible when evaluating the work done by the employee. If you think they do a great job -- ask yourself why you feel that way. Then communicate it clearly and simply so the employee knows what behaviors to repeat. If their performance is not so great, tell them specifically what should be better.
- Share the draft review with the employee (after having the reviewer look at it) and get their feedback. Specifically ask for their input on future Performance Goals and Objectives and Training and Development Objectives. Give some thought to this yourself ahead of time so you can help the employee head in the right direction if needed.
- Use the agreed upon goals and objectives throughout the next performance review cycle.
- Use the Goals and Objectives as a checklist for the next appraisal. Have the employee report how they think they have done on them.

## **Manager's/Supervisor's Employee Drop Files**

### **What should be maintained in an employee drop file to make it valuable?**

1. Position description– most current (generally a year)
2. Job performance expectations – for as long as they apply to the position
3. Past Performance Appraisal Reviews– previous three PARs
4. Most recent PD100
5. Work restrictions/limitations– as long as applicable
6. Work Schedule agreements– as long as applicable
7. Job Assignment Agreements– as long as applicable
8. Copies of signed policies, guidelines, agreements– all (shows history)
9. Informal coaching documents (LOE's) – up to two years (DOJ & Labor Relations will not consider the information as valid history if older than two years)
10. Formal progressive disciplinary notices– three years
11. Copies of E-mails (for historical records) – generally a year (used for PAR preparation)
12. Letters/notes of accommodation generally a year (used for PAR preparation)
13. Agreed to goals/objectives/work-plans, etc. . – a year (used for PAR preparation and history for coaching)
14. Personal contact and emergency contact information– as long as current
15. Training records - permanent

### **What type of information should not be kept in an employee drop file?**

1. Medical information
2. Any documentation critical of the employee that the employee has not seen
3. Any documents/notes for Investigations in progress
4. Any notes/documentation that you wouldn't want publicly disclosed

### **What cautions should you take in keeping an employee drop file?**

1. Keep in a secured area (ensure that inappropriate people can not access the file).
2. Inadvertently keeping inappropriate information (I.e. medical diagnosis instead of work related limitations)
3. Inflammatory information – notes made when angry, venting, personally derogatory (not work related).
4. Notes showing opinions or anticipated action premature to appropriate investigation
5. Information about the employee provided by customers/peers in confidence