

# Performance Management

Presented by:

Office of Human Resources

# Introduction

- Why is performance management important?
- This session will provide you with an overview of the tools that are available to you.

# Agenda

- Annual Performance Appraisals
- Action Plans
- Progressive Discipline
- Special Concerns
  - Attendance Problems

# How everything fits together

- Search and Selection
- Orientation
- Coaching/Feedback
- Performance Appraisal
- Action Plans (Behavior Modification)
- Discipline



# Search, Selection and Orientation

- PIQ
- Search
  - Advertisement
  - Interview
  - Selection
- Orientation
  - Establish Expectations

# Probation

- Classified Staff
  - 6 months
- Faculty
  - Temporary
  - Renewable Term (C&T Colleges only)
  - Tenure Track
- Non-classified (Will and Pleasure)

# Annual Performance Review

- Purpose
  - Historical Record
  - Planning
  - Development
  - Merit Pay
- Assessment
- Positive reinforcement
- Procedure

# Coaching

- Step 1 Climate Check
  - Are my expectations crystal clear?
  - Are my expectations reasonable and fair?
  - Has the employee received adequate training to do the job properly?
  - Do they understand why it's important to do the job correctly?
  - Have I given them the freedom to be successful?
  - Are they facing any obstacles to performing as desired?

# Coaching

- Step 2 In writing, clearly define and analyze the performance issue.

The discrepancy between \_\_\_\_\_'s  
performance and my expectation  
is \_\_\_\_\_.

# Coaching

- Step 3 Practice the session
- Step 4 Select the right place to conduct the session
- Step 5 Have some potential solutions ready
- Step 6 Let the employee know specifically, and up-front, why you called the meeting.
- Step 7 Gain agreement that there is a problem.

# Coaching

- Step 8 State the specific consequences the employee will face if the problem continues.
  - What do you think will happen if this problem continues?

# Coaching

- Step 9 Request an action plan from the employee
  - So, specifically, what are you going to do to solve the problem and make sure we do not have this discussion again?
  - The employee may need a little time to develop an action plan. Just schedule another meeting.

# Coaching

- Step 10 Reinforce the employee's commitment and close the session
- Step 11 Follow up, immediately, with written feedback of the session and summarize the employee's action plan.
- Step 12 Monitor the agreed-upon action plan to ensure correction. Recognize the employee's success.

It's not enough to merely say you're committed to top performance. To be an effective manager, you need to "walk the talk" by addressing employee performance problems- early and head on.

# Progressive Discipline

- Behavior Modification
  - Teach
  - Reinforce Expectations
- Steps
  - Verbal Warning (with written record)
  - Written Warning
  - Suspension without pay
  - Termination

# Document



# Performance Appraisal Process

- Guide to Conducting a Successful Performance Appraisal
- Employee Pre-Appraisal Worksheet
- State of West Virginia Employee Performance Appraisal Form
- Performance Appraisal Goal Worksheet
- Fair Labor Standards Act Exemption Worksheet

# Special Concerns

- Attendance Problems
  - FMLA
  - ADA

# Where to Get More Information

- HR Office
- Web Page
- Federal and State Government Agencies

# Questions

A decorative graphic element in the bottom right corner of the slide. It consists of a light blue curved shape that tapers to a point, set against a dark blue background. The overall slide background is a gradient from dark blue at the top to a lighter blue at the bottom.