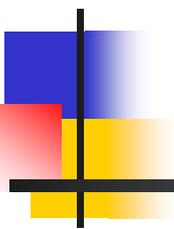


“Outstanding leaders go out of the way to boost the self-esteem of their personnel. If people believe in themselves, it’s amazing what they can accomplish”

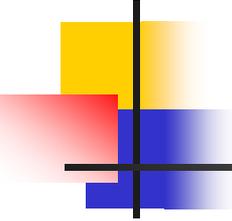
- Sam Walton



Mid-Year Performance Review Training For Supervisors

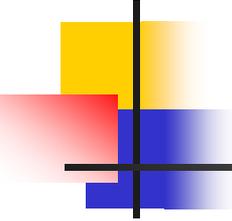
April 2010

DOCHROC
Office of Workforce Development
& Performance Management



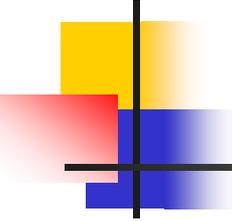
Training Objective

- The objective is to train supervisors on how to maximize the effectiveness of the mid-year performance review.
- This training will provide you with:
 - An overview of performance management
 - How to monitor performance
 - Benefits of providing feedback
 - How to prepare for the progress review meeting
 - Helpful strategies for a successful review



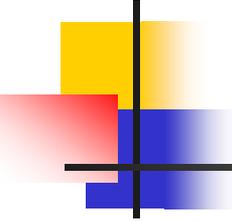
Performance Management

- A system for managing employees by setting clear performance expectations and then rewarding, correcting, or training based upon these expectations.



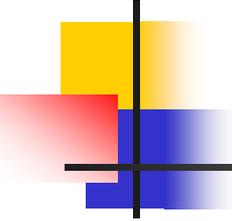
Performance Management

- An effective performance management system helps employees meet expectations through active feedback and guidance, leading to improved individual and organizational performance.



Performance Management

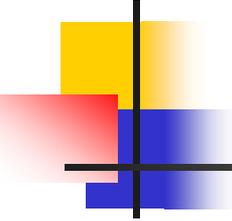
- Effective performance management leads to an environment that benefits managers, employees, and the organization as a whole.



How Do Managers Benefit?

Through:

- Open communication
- Development of accurate critical elements and standards
- More competent employees
- Opportunities to recognize good performance



How Do Employees Benefit?

Through:

- Clarified expectations and incentives for improving performance. All of this leads to improved individual performance, which helps the organization reach its goal.



Monitoring Performance

- Supervisors must continuously monitor the performance of employees and provide feedback to employees on their progress.



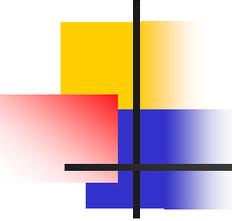
Monitoring Performance

- Effective monitoring allows supervisors to determine if there are problems with:
 - A performance standard
 - Make necessary changes to performance plan
 - Identify and address unacceptable performance
 - Conduct progress reviews



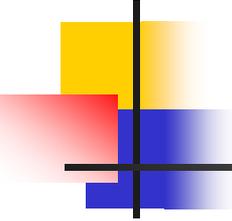
Monitoring Performance

- Document examples of performance
 - Both good and when improvement is needed, throughout the year.
- Give employees feedback addressing their performance.



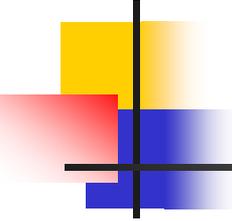
Feedback

- Can come from many sources:
 - Managers
 - Peers
 - Customers
 - Measurement systems



What Is Effective Feedback?

- Specificity:
 - Feedback that compares an employee's performance to his or her elements and standards; is tangible and objective.



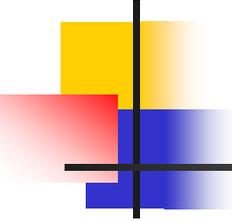
What Is Effective Feedback?

- Timeliness:
 - A problem can be more quickly corrected if an employee is made aware of it. Likewise, positive feedback is more rewarding when it is received quickly.



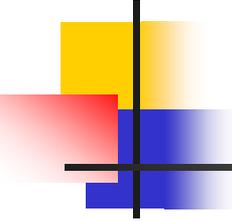
What Is Effective Feedback?

- Manner:
 - Feedback that is expressed positively, accurately, factually, and completely is more effective.



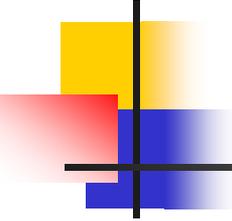
Progress Review Meeting

- The objective of a progress review meeting is to provide feedback on the employee's performance as it relates to each critical element.



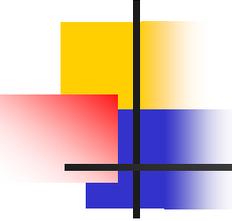
Progress Review Meeting

- Prior to the meeting, review different levels of performance.
 - For CAPS Employees – Benchmark Performance Standards Table on the CD-541, CAPS Performance Appraisal and Position Record.
 - For GS and WG Employees – Appendix A of the CD-430, Performance Management Record.



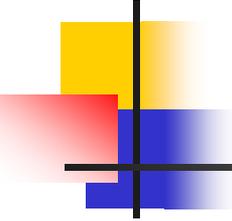
Helpful Strategies

- Develop an action plan before meeting:
 - Inform the employee before the meeting;
 - Ask the employee to prepare by reviewing the performance plan; and
 - Encourage employee to document his or her accomplishments in writing for the meeting.



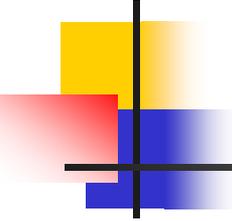
Helpful Strategies

- Establish an appropriate climate for the meeting:
 - Choose location, timing, and main points ahead of time;
 - Provide private area; and
 - Avoid over-emphasizing positives if your plan is to talk about performance problems.



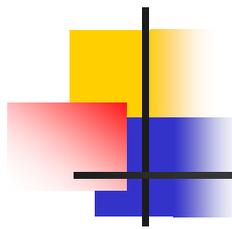
Helpful Strategies

- Pinpoint the problem areas and explain concerns:
 - Be sensitive to employee's self-esteem needs;
 - Focus on facts and observations; and
 - Share examples of actual performance.



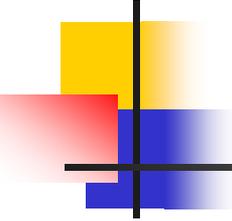
Helpful Strategies

- Listen attentively.
- Engage in mutual problem solving.
- Agree upon actions to be taken.
- Make a plan for actions and follow-up:
 - Summarize plan of action;
 - Create specific time frames; and
 - Schedule follow-up meeting.



Progress Review Meeting

- During the meeting, supervisors should:
 - Recognize good work;
 - Discuss possible improvements;
 - Discuss possible training and/or development; and
 - Review performance plan to determine if adjustment are needed.



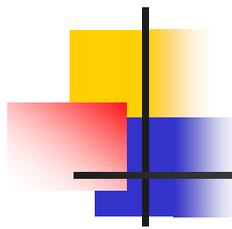
Probationary/Trial Period

- Employees new to the Federal Government:
 - Proper use of periodic progress reviews can help assure the employee has adequately demonstrated their qualifications and fitness.



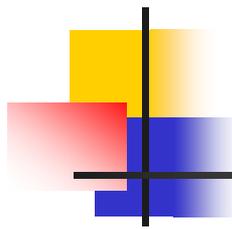
Probationary/Trial Period

- Employees serving a supervisory or managerial probationary period:
 - Proper use of progress reviews during this period can ensure the employee has fully demonstrated the qualifications and skills necessary for the supervisory or managerial position.



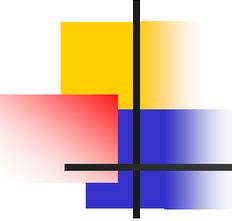
Developing Employees

- Supervisors and employees together are responsible for employee development.
- Supervisors and employees working together on development can expect increased performance and satisfaction.



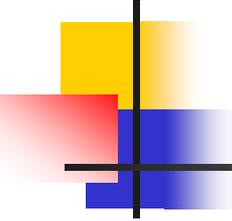
Developing Employees

- Formal Development:
 - Traditional training - Structured courses, usually in a classroom.
 - Self-study – Often computer-based using distance learning.



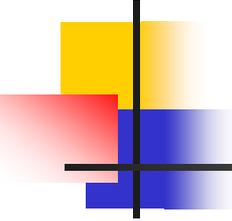
Developing Employees

- Informal Development:
 - Feedback
 - Job rotations and special assignments
 - Coaching and counseling
 - Mentoring
 - Manager as teacher
 - Learning teams
 - Self-development
 - Individual development plans (IDP)s



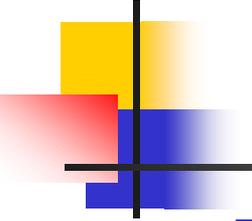
Document Review

- Supervisor and employee must date and initial the performance plan.
- Employee receives a copy.
- Original filed in the employee's Employee Performance File (EPF).
- Annotate the appropriate form if employee declines to sign the plan.



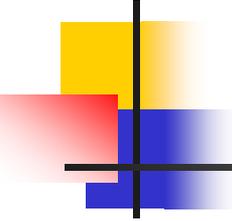
Performance Issues

- If employee is performing at less than fully successful, contact the servicing Employee Relations Specialist for consultation on handling performance issues.



Employee Relations Specialists

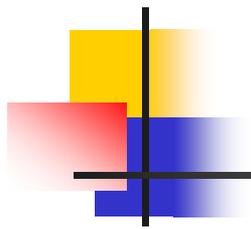
- Kelly Spence at 202-482-8015 or kspence@doc.gov
Servicing Offices: Office of the Secretary, except OFM, CIO & OHRM
- Sandy Conway at 202-482-4376 or sconway@doc.gov
Servicing Offices: International Trade Administration, OS/OFM, & OS/OCIO
- Nancy Williams at 202-482-2762 or nwilliams@doc.gov
Servicing Offices: EDA, NTIA
- Ursula Snead at 202-482-3806 or snead@doc.gov
Servicing Offices: BIS, MBDA, OS/OHRM



Conclusion

- ❖ **Always close the progress review meeting on a positive note.**
- ❖ **Reviews must be completed by April 30, 2010.**

Thank You



Questions?