“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
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.
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.
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?